

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

MINUTES OF A REGULAR MEETING  
OF THE FACULTY SENATE HELD ON  
MAY 4, 1990, IN LISNER HALL  
ROOM 603

The first meeting of the new session was called to order by Vice President French at 2:20 p.m.

Present: President Trachtenberg, Vice President French, Parliamentarian Steinhardt, Berman, Burdetsky, Burks, Divita, East, Fox, Garris, Griffith, Holmes, Infeld, Kahn, Kenny, Kirsch, Moore, Park, Parke, Parrish, Robbins, Robinson, Rycroft, Tolchin, Vontress, Yezer, and Ziolkowski

Absent: Registrar Gaglione, Friedenthal, Giordano, Keimowitz, Leonard, Liebowitz, Schiff, Solomon, Spanogle, Trangsrud, and Walker

Vice President French introduced and welcomed the following newly-elected members of the Senate: Professors Berman, Infeld, Kahn, Parke, and Ziolkowski. (Professors Giordano and Spanogle were not present.) He then introduced Professor Ralph Steinhardt, Parliamentarian for the new session.

APPROVAL OF THE MINUTES

The minutes of the regular meeting of April 13, 1990, were approved as distributed.

OLD BUSINESS:

RESOLUTIONS

SUBSTITUTE RESOLUTION 89/8, "A SUBSTITUTE RESOLUTION IN SUPPORT OF THE NEED FOR TEACHING LOAD REDUCTIONS TO ENSURE THE GROWTH OF RESEARCH AT THE GEORGE WASHINGTON UNIVERSITY"

Professor Garris, Chair of the Research Committee, asked that the original substitute resolution 89/8 introduced at the April 13, 1990, Senate meeting be withdrawn in order to introduce a new Substitute Resolution 89/8 dated April 30, 1990, for consideration at this meeting. Copies of the substitute resolution had been previously distributed to the members. No objection was made.

On behalf of the Research Committee, Professor Garris then moved the adoption of the new Substitute Resolution 89/8, and the motion was seconded. Professor Garris said that the purpose of the resolution was to reduce teaching loads for research-active faculty and to enhance the quality of the University's programs in both teaching and research. He said that the key phrase here was "faculty involved in research." The Committee was not saying that teaching loads at GW were high in comparison to other institutions, but that they were high for those faculty engaged in research. The Committee concluded, after extensive study, that this resolution was a fiscally responsible resolution and was something that the faculty and the administration could work together on and one that would benefit the University to a large extent.

Professor Robinson spoke in support of the Resolution because she thought it included the flexibility which was missing in the previous substitute resolution.

Professor Kirsch said that he strongly supported the resolution. However, he moved that a fourth RESOLVING clause be added to read as follows: "4. That the administration provide financial support to Deans and Department Chairs to reduce the standard teaching load for faculty to five courses per year. This should be accomplished within the next three years. [Law and Medical Schools are not included]." The motion was seconded. Professor Kirsch referred to data compiled by the Research Committee in its Report on the Need for Teaching Load Reductions, Figure 2, Basic Teaching Loads for Engineering Schools. He said that by excluding MIT and Stanford and using the schools in our market basket, it showed that GW with six courses per year has a larger teaching load than the other schools. The point, he said, was that research-active faculty should have four courses per year, not five, and for those faculty who are keeping their teaching curricula up-to-date in their fields and maintaining excellence in teaching, five courses per year would be much more suitable than four courses. A discussion followed by the President and Professor Kirsch.

Professor Griffith spoke against the amendment because he thought it did not fit in with the substitute resolution which, in the third RESOLVING clause, calls for the establishment of a planning body to try to determine in which time frame a reduction in course loads can be achieved for faculty involved in research. He said that, if such a plan is established, then the Senate could move on to another stage to call for reduction at some future point of the kind that Professor Kirsch envisioned. Professor Fox also spoke against the amendment because he thought the recommendation that all faculty should have a teaching load of five courses per year was irresponsible.



The question was called on the Kirsch amendment, and the amendment failed.

Professor Griffith moved that the word "productively" be inserted between the words "faculty" and "involved" in the first line of the third RESOLVING clause. The motion was seconded. Professor Garriss accepted the amendment.

Dean East said that he supported the spirit of the resolution but he would like clarification of the intent of the third RESOLVING clause which asks the Vice President for Academic Affairs in consultation with the Senate Committee on Research to establish a plan. Dean East said that he thought it was more likely that the Vice President for Academic Affairs would instruct the various academic units to establish this plan in consultation with the Research Committee. Professor Garriss responded that it was the Committee's intention to give the Vice President for Academic Affairs flexibility in setting up a commission which might use the Advisory Committee for Research, the Deans' Council, etc. Dean East said if that was the intent, then he felt comfortable with the resolution. Professor Yezer then moved that the words "instruct the various academic units to" be inserted after the words "Senate Committee on Research shall" in the sixth line of the third RESOLVING clause. Professor Fox spoke against the amendment because he viewed this resolution as a University-wide endeavor which provides the Vice President for Academic Affairs with the necessary flexibility and responsibilities to set up the plan. The Yezer motion failed because of the lack of a second.

The question was called on the new Substitute Resolution 89/8, dated April 30, 1990, as amended, and the resolution was adopted. (Substitute Resolution 89/8, as amended, is attached.)

#### INTRODUCTION OF RESOLUTIONS

##### I. RESOLUTION 90/1, "A RESOLUTION OF APPRECIATION"

President Trachtenberg said he wished to present a special resolution at this time - "A Resolution of Appreciation" - to Professor Raymond R. Fox, who was retiring, for his distinguished service of nineteen years on the Faculty Senate. The President then read the Resolution of Appreciation and presented it to Professor Fox who received a standing ovation. Professor Fox expressed his appreciation and his thanks. (Resolution 90/1 is attached.)

Professor Robbins then asked for permission to introduce the following three resolutions, only one of which required action by the Senate at the present meeting. The Chair asked if there were any objections to the introduction of the three resolutions and no

objections were made.

II. RESOLUTION 90/2, "A RESOLUTION TO AMEND THE UNIVERSITY ACADEMIC CALENDAR"

On behalf of Professor Schiff, Chair of the Committee on Educational and Admissions Policy, Professor Robbins moved the adoption of Resolution 90/2, which had been previously distributed to the Senate. The motion was seconded. Professor Robbins said that the resolution recommended substituting the Monday of Columbus Day as a holiday instead of the present Wednesday before Thanksgiving Day. He then asked for the privilege of the floor for John Klee, immediate past Executive Vice President of the Student Association and a student member of the University's ad hoc Committee on the Calendar, to speak to the resolution.

Mr. Klee said that this year the University established a Calendar Committee in which students were involved to try to get as much information as possible from students with regard to the Calendar. The students recommended that Columbus Day be designated as a University holiday instead of the Wednesday before Thanksgiving. In the current calendar, he said, there was no break between Labor Day and Thanksgiving, and the Columbus Day Monday holiday would be a welcome respite for students and faculty. Columbus Day was a national holiday, except for this school. Giving students off the Wednesday before Thanksgiving resulted in many students taking the whole week off by leaving on Monday or Tuesday before Thanksgiving Day. Mr. Klee pointed out that the designation of Columbus Day as a University holiday would not change the present 14 week academic semester in any way. He noted that the Joint Committee of Faculty and Students also endorsed this resolution.

Professors Fox and Tolchin spoke against the resolution because of the problems that arise in trying to reschedule Monday classes, especially in light of the various holidays which already fall on Monday, such as Labor Day, George Washington's Birthday, and Martin Luther King's Birthday. Professor Robbins noted that this change would affect the schedule for graduate classes and labs that meet only one day a week. However, he thought, as a practical matter, probably the Registrar could work out a reasonable solution to that problem by designating another day of the week as a Monday. Further discussion followed by Professor Griffith, Vice President French, and Mr. Klee. Professor Park emphasized that if the other universities designate Columbus Day as a university holiday, then he thought that GW ought to be able to do likewise. He said that it was important to be sensitive to the students' priorities and he supported the proposed change in the calendar if it could be accommodated conveniently.

The question was called, and Resolution 90/2 was adopted. (Resolution 90/2 is attached.)

III. RESOLUTION 90/3, "A RESOLUTION FOR A PILOT STUDENT ORIENTATION COURSE"

On behalf of the Joint Committee of Faculty and Students, Professor Robbins, Co-Chair, moved that the Senate accept and refer Resolution 90/3 to the Executive Committee for placement on the September agenda of the Senate. The motion was seconded. The question was called, and Resolution 90/3 was referred to the Executive Committee. Professor Griffith said that this resolution would be referred by the Executive Committee to the Committee on Educational and Admissions Policy for its review and possible action by the Senate at the September meeting. (Resolution 90/3 is attached.)

IV. RESOLUTION 90/4, "A RESOLUTION TO IMPROVE STUDENT ADVISING"

On behalf of the Joint Committee of Faculty and Students, Professor Robbins, Co-Chair, moved that the Senate accept and refer Resolution 90/4 to the Executive Committee for placement on the September agenda of the Senate. The motion was seconded. The question was called, and Resolution 90/4 was referred to the Executive Committee. Professor Griffith said that this resolution would be referred by the Executive Committee to the Committee on Educational and Admissions Policy for its review and possible action by the Senate at the September meeting. (Resolution 90/4 is attached.)

INTERIM REPORT FROM THE BUDGET ADVISORY TEAM BY PROFESSOR LILIEN F. ROBINSON AND PROFESSOR ARTHUR D. KIRSCH

Professor Robinson reported that the work of the Budget Advisory Team was best described in three phases. Phase I consisted of initial organizational meetings for purposes of identifying procedures, reporting formats, and identification of priority concerns by individual members of the Team. With respect to the latter, it was the feeling of the faculty members that while the Team has a sense of individual and divisional goals, an articulation of general institutional academic goals as they relate to the budget process must also be provided. In Phase II, the BAT met weekly to receive presentations from non-academic and academic units of the University: divisions of the Office of the Treasurer; Development; Student Services; Administrative Services; and Academic Affairs. These were very open, candid, and detailed presentations. However, most of the time in these sessions was devoted to the presentations and thus the opportunity for questions and discussions was very limited. Faculty members have found this to be most unfortunate, especially in the case of presentations

dealing with academic matters. As might be expected, there was concern that academic needs be fully met. It was clear this cannot be accomplished without impact/modification of non-academic budgets. In the last phase of its work, Phase III, last year's BAT formulated responses to the presentations which they had heard, making specific amount recommendations on each unit to President Trachtenberg. After lengthy deliberations and very candid discussions, this year's team is proceeding differently. It is rethinking its role in general and as it now appears, its recommendations will be general and will focus on approaches to strategic planning rather than specific budget items. It will be making general recommendations regarding short-term approaches to the budget and long-term planning, especially in reference to the means of relating academic and fiscal needs. Professor Robinson then asked Professor Kirsch to report as a member of last year's and this year's Budget Advisory Team since he might have a different perspective in this regard.

Professor Kirsch said that it was very disheartening that events overtook the work that last year's BAT did in working very hard in trying to make estimates of recommended allocations. However, much more had to be spent on student financial aid than was envisioned. As this year proceeded, the Team asked Vice President Chernak, who serves a permanent Chair, to give the Team some idea of how the variances differed between what the Team had recommended and what would be in the new budget. Professor Kirsch said that the new budget has not yet been made available to the BAT, as of the last meeting, and therefore, it was not possible to know how far off the BAT was in its recommendations. He pointed out, however, that even though the Team was a broadly-based group or staff, students, faculty, and deans, there was a sense that the group was listening to presentations down to a very detailed level and some of the faculty members thought that they had no expertise or way to judge this competition. Therefore, the group concluded that the Vice President for Academic Affairs with his resources of deans and department chairs might get his consensus in order rather than having the whole group make specific recommendations about details. Professor Kirsch summarized his report by saying that the Budget Advisory Team approach was to get the facts out on the table and that this administration was, indeed, sharing that information in a much more open way than before.

Professor Kirsch then distributed data on faculty salaries published by AAUP, ACADEME, 1989-90. After explaining the significance of the various categories with regard to salaries, Professor Kirsch asked the members to turn their attention to the last page of the document which listed the average salaries of male and female faculty. He said that Margaret Cohen, Director of Institutional Research, Assistant Vice President Annie Wooldridge, Professor Miriam Dow and he had looked at the salary of every



faculty member, excluding the Medical School, within the University, and found two cases where there was a problem with female faculty salaries. In those two cases, increases in salaries have been made. After running a rather sophisticated statistical analysis, Professor Kirsch said that within the schools and departments, it was found that salaries of female and male faculty were treated equally. (Faculty Salaries, AAUP, ACADEME, 1989-90, is attached.)

Returning to the Interim Report from the Budget Advisory Team, Professor Griffith asked Professor Robinson and Professor Kirsch if the function of the BAT was really changing from one of focusing on recommendations for the 1991-92 budget to one of strategic planning. Professor Robinson replied that a subcommittee, chaired by Professor Kee, has been established and the conclusion seems to be that the group was not really in a position to look at very detailed presentations and then make specific recommendations, particularly when the faculty doesn't have the budget in front of them for this year. It was becoming very clear in recent discussions, she said, that the group must go back to individual units where priorities ought to be established and discussions held with the deans and chairs of departments in terms of academic goals. Professor Robinson said perhaps some areas ought to be modified and even some eliminated, and that ought to be occurring in every unit of the University, both academic and non-academic.

Professor Griffith asked whether the unavailability to the BAT of both the actual budget for this year and a reliable planning budget for next year was a one-time occurrence this year or would be a recurring feature of the BAT process. Professor Kirsch replied that times were changing and that whatever budget was produced would be more realistic. Last year the BAT produced a marvelous projection that just didn't fit reality because reality had changed so drastically.

Vice President French said that he wished to point out that in the current year substantial increases to the budgets of the academic units have been made even though the next fiscal year will not make possible the fulfillment of several of the more generous BAT recommendations. Vice President French said that in an earlier meeting today of those vice president involved under the President's direction in trying to anticipate next year's budget it was hoped to have something in the order of one million to invest as supplemental allocations to the academic units before the upcoming year. This would be in addition to the distribution that has already been made for a 5% increase in the base for faculty salaries and 2-1/2% increase for non-salary lines in all of the academic budgets. Vice President French said that this might be somewhat less than what the BAT had hoped to do, but it was a far cry from the negative circumstances under which many colleagues



were living in other private universities, and he thought that GW was in a very positive situation. (1989-90 Budget Improvements for Academic Purposes prepared by the Office of Vice President for Academic Affairs is attached.)

Professor Yezer pointed out that the Annual Report of the Fiscal Planning and Budgeting Committee includes an analysis of what has been going on in the budget. Between 1986-87 and 1990-91, net student fees rose 43%, instruction and department programs rose 44%, and Student Financial Aid rose 140%. He said there was a proportionate relationship between these numbers, and one would have to look basically at net student fees to see what would happen to instructional and departmental programs.

Vice President French said that he wished to point out that in the AAUP figures distributed by Professor Kirsch, on page 3, it should be noted that GW has 54% of its faculty at the full professor rank. Contrasted with institutions such as George Mason and the University of Maryland where every rank was ahead of GW, GW's average faculty salary expenditure was, in fact, slightly ahead of both of them. He said that it was his view that faculty salaries overall at GW were fairly consistent with where the University had positioned itself at the moment and the discrepancy was accounted for in large measure by the distribution by rank.

REMARKS BY PRESIDENT TRACHTENBERG ON THE LINKAGE BETWEEN TUITION AND STUDENT FINANCIAL AID

President Trachtenberg then discussed the linkage between tuition and student financial aid. He reiterated Professor Yezer's comment about the important distinction between net tuition and gross tuition because the University "discounts" tuition considerably in the nature of "Robin Hood" money. The amount distributed in scholarships depended upon how competitive an entering class the University was determined to have, how generous and how full scholarships were to be, and to what extent tuition money would be used as an instrument for recruitment. He said that recently only 10-19% of GW students were receiving financial aid. Now the percentage was increasingly normative at close to 34% while the competition's percentages frequently approached about 40%.

The President then outlined a variety of tactics being investigated by the University. Its goal was to maintain full classes with representation from all socioeconomic, ethnic, and racial groups while trying to recruit students with a special talent, whether that talent was with a basketball, a computer, a musical instrument, or some other academic, scholarly capacity. One approach was to be generous to national merit scholars. He reported that the number of national merit scholars in our entering class has risen from 10 to 28. Secondly, the University was

actively seeking more and better minority students, focusing on those from the District of Columbia. Finally, approximately \$10 million in scholarship offers has been made for next year, about half of which the President foresaw being accepted.

The President said what this amounted to was that The George Washington University was dealing in an increasingly competitive situation, its tuitions were becoming increasingly normative, and as tuition rose, scholarships should follow. The President then gave a preliminary report on next year's incoming class. He said that admissions for next fall appeared to be steady, though he did anticipate that next year's freshman class would be slightly smaller than this year's, which he thought would please both faculty and students. He assured the Senate that the quality of the students would in no way be compromised. He said the University would probably be admitting right up to the end of the summer because other institutions were going to their wait lists which tended to erode GW's deposit base. He had been reassured by the Admissions Office that there was not cause for alarm and, indeed, some cause for cheer, despite a declining demographic environment.

He concluded by saying that the University had raised its scholarship dollars by a dramatic \$4 million. He discussed the future possibility of spending less money to recruit a full class without compromising admissions standards. He promised more information when it was available, but felt he had given the Senate at least a taste of the kind of trade-offs that are involved with tuition and student financial aid.

#### GENERAL BUSINESS

##### I. APPROVAL OF THE DATES FOR REGULAR SENATE MEETINGS IN THE 1990-91 SESSION

Professor Griffith asked for approval of the dates for the regular meetings of the Faculty Senate for the 1990-91 Session. The following dates were approved:

May 4, 1990	January 18, 1991
September 14, 1990	February 8, 1991
October 12, 1990	March 8, 1991
November 9, 1990	April 12, 1991
December 14, 1990	

##### II. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF THE PARLIAMENTARIAN OF THE FACULTY SENATE FOR THE 1990-91 SESSION

Professor Griffith moved the nomination for appointment by the

President of Ralph G. Steinhardt, Associate Professor of Law, as Parliamentarian of the Faculty Senate for the 1990-91 Session. The motion was approved.

III. NOMINATION FOR ELECTION OF CHAIRMEN AND MEMBERS OF SENATE STANDING COMMITTEES FOR THE 1990-91 SESSION

Professor Griffith moved the nominations for election of Chairmen and members of Senate Standing Committees. The nominations were approved. (List of Chairmen and Members of Faculty Senate Standing Committees is attached.)

IV. NOMINATION FOR APPOINTMENT BY THE PRESIDENT TO ADMINISTRATIVE COMMITTEES

Professor Griffith moved the nominations for appointment by the President to the following Administrative Committees: Committee on University Bookstore: Murli M. Gupta, Roy C. Lindholm, Ward D. Maurer; GW Forum: Eileen T. McClay, Editor-in-Chief, Miriam V. Dow, Richard G. Epstein; Joint Committee of Faculty and Students: Philip Robbins, Co-Chair, Jonathan D. Fife, Rachelle S. Heller, Sarah B. Jenkins, Ignacio R. Rodriguez, Daniel H. Ullman, Harry E. Yeide, Jr. The nominations were approved.

V. NOMINATION FOR APPOINTMENT BY THE BOARD OF TRUSTEES TO TRUSTEES' COMMITTEES

Professor Griffith moved the nominations for appointment by the Board of Trustees to the following Committees: Trustees' Committee on Academic Affairs: William B. Griffith; Trustees' Committee on Student Affairs: Philip Robbins; Trustees' Committee on University Development: Anthony M. Yezer. The nominations were approved.

VI. NOMINATION FOR ELECTION OF FACULTY MEMBERS TO THE PANEL FOR STUDENT GRIEVANCE REVIEW COMMITTEES

Professor Griffith moved the nominations for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Frank E. Baginski, Joseph A. Greenberg, Muhammad I. Haque, Mark S. Klock, Joan R. Regnell, Deloris M. Saunders, Max D. Ticktin, Steven A. Tuch. The nominations were approved.

VII. NOMINATION FOR ELECTION OF SPECIAL COMMITTEE ON THE NORTHERN VIRGINIA CAMPUS

Professor Griffith moved the nominations for election of the following faculty members to the Special Committee on the Northern Virginia Campus: John A. Spanogle, Jr., Convenor (Law), Michael

D. Bradley (CCAS), William J. Briscoe (GSAS), Nancy M. Dixon (SEHD), Richard G. Donnelly (SBPM), Hermann J. Helgert (SEAS), S. David Rockoff (Medical), and Robert W. Rycroft (ESIA). The nominations were approved.

VIII. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Griffith reported on the following items:

(1) An Interim Report was submitted by Professor Peter Vaill, Chair of the Special Committee on Utilization of Regular, Active-Status, Non-Tenure-Accruing Appointments. Professor Vaill reported that the Committee was making considerable progress in collecting information on this matter and expected to have a full report ready in the fall. (The Interim Report is attached.)

(2) The Executive Committee has begun its inquiry into a nonconcurrence by the deans of Arts and Sciences with a departmental personnel recommendation. A second nonconcurrence has been received and the Executive Committee will proceed on that matter as soon as all the documentation has been received.

(3) The two-year term of the five-member panel of Hearing Officers expired July 1, 1990. Three of the present members, Professors Chitwood, Darr, and Kee, have agreed to serve on the panel for another two-year term; Professor Seidelson has declined to continue in that capacity and Professor Head was presently out of the country. The Executive Committee will fill out the panel of five as soon as possible.

(4) The set of 18 Senate resolutions approved by the Senate during its last term (1989-90) was forwarded to the President for his response which he indicated would be forwarded to the Executive Committee in due time.

Professor Griffith then thanked, on behalf of the Executive Committee, all of the many hard-working Chairs of the Senate Standing Committees and also the Chairs of the Special Committees established by the Senate for study of particular matters. He noted especially the enormous amount of work done by Professor Garriss as Chair of the Research Committee and its members on the role of research in this University. He asked that those Chairs who had not yet submitted Annual Reports to please do so as soon as possible, and for those faculty who were not continuing as Chairs of Senate Committees to turn over their files to their successors.

Finally, Professor Griffith expressed his thanks on behalf of the Executive Committee for the extremely loyal and helpful staff



of the Senate Office. He acknowledged particularly the very fine work of Brigid Monaghan, who was leaving after having served through three terms of the Senate from 1987. He said that Brigid did a splendid job of filling in for Doris Trone, Coordinator of Senate Activities, when she was quite ill this winter. He also expressed his thanks to Doris Trone for her great service on behalf of the Senate. Professor Griffith then wished everyone a good summer.

#### ANNUAL REPORTS

Annual Reports from the following Senate Committees were received for distribution with the minutes: Administrative Matters as They Affect the Faculty, Athletics, Educational and Admissions Policy, Fiscal Planning and Budgeting, Honors and Academic Convocations, Joint Committee of Faculty and Students, Research, Student Financial Aid, University Development and Resources, and the Executive Committee. (The Annual Reports are attached.)

#### BRIEF STATEMENTS

The President called upon Professors Garriss, Parrish and Robbins who offered tributes respectively to the following former members of the Faculty Senate who were retiring from the University: Galip M. Arkilic, Professor of Engineering and Applied Science, Richard A. Kenney, Professor of Physiology, and Robert C. Willson, Associate Professor of Journalism. (The tributes are attached and made a part of these minutes.)

Professor Fox and Professor Kirsch both spoke about the recommendations from the Benefits Review Committee to Vice President Bortz and the President concerning TIAA/CREF's new retirement options. The recommendations are: (1) New CREF Funds - the Committee recommends approval of adding two new CREF funds: the Social Choice Account and the Bond Market Account to the existing CREF choices. These will be available for the University's contributions to the Retirement Plan and employees' contributions to the Supplemental Retirement Plan; (2) Cashability - the Committee does not recommend approval of allowing lump sum withdrawals of CREF accumulations upon termination of employment; (3) Transferability - the Committee does not recommend allowing accumulations in the CREF Base plans (Retirement Annuities) to be transferred to funds outside TIAA/CREF.

Professor Kirsch said that the above recommendations would apply to current and former employees of the University. He said that the Committee, after hearing all the arguments for and against cashing out funds, was persuaded that TIAA/CREF was a good, sound retirement basis and funds should not be cashed out. There remained the option of taking out 10% of one's TIAA accumulation



upon retirement, as well as the availability of an SRA which was cashable. Vice President Bortz pointed out that the cashability only applied to the CREF portion of the account which would cause people to rethink their distributions to TIAA and to CREF and could result in a dangerous situation.

Professor Griffith asked Professor Kirsch if his response to the recommendations represented his own personal view as a member of the Benefits Review Committee or a response of the Appointment, Salary and Promotion Policies Committee. Professor Kirsch replied that ASPP did not have an opportunity to review these recommendations and that his response was strictly as a member of the Benefits Review Committee sitting in for Professor Park who was absent at that meeting. However, he noted that recommendations could always be changed. The President indicated that the administration would probably move fairly quickly on the recommendations, but presumably a year or two from now, the policy could be reviewed again and perhaps changed.

Professor Griffith asked for the indulgence of the Senate so that he could outline some conclusions drawn in his preparation of the Annual Report of the Executive Committee. He reminded the body that according to the Faculty Organization Plan, the Faculty Senate was established as the principal body for initiating policy recommendations for the President and the principal body from whom the President should seek advice with respect to major policy changes in the University. He stated that he was very hopeful that over the course of this past year a basis had been established for enhancing and enriching the discussion between the Faculty Senate and the administration. Professor Griffith reminded the members of the series of reports proposing policy changes which had been addressed by the Senate early in the 1989-90 Session. These reports represented recommendations which were very far along, if not finally acted upon, and which had been developed with little or no consultation with the Faculty Senate. He thought that the Faculty Senate had since moved to try to articulate its own views with respect to these matters and to attempt to respond to these reports and proposals, which has proven difficult but enlightening. He felt that the Senate was continuing these efforts with the establishment of the Committee on the Northern Virginia Campus and the continued work of the Special Committee on non-tenure-accruing faculty appointments. He hoped that the Senate had succeeded at laying the basis for continued discussion of these and other issues and that the Senate and the administration might move forward together.

Professor Yezer read a tribute to Charles E. Diehl, Vice President and Treasurer, who was retiring after twenty years of service to the University. (The tribute is attached and made a part of these minutes.)

Professor Yezer announced that the Annual Report of the Fiscal Planning and Budgeting Committee contained detailed information to help Senate members more fully understand the actions of the Committee and the proposals of the administration. He said that part of the difficulty of being Chairman of the Fiscal Planning and Budgeting Committee was that little fiscal planning actually occurred because costs were not measured. He recommended that Senate members read Robin Cooper's "Your Need A New Cost System When..." in the Jan-Feb 1989 Harvard Business Review, which was referenced in his report. He was heartened, however, by the chance that the University will start measuring costs in the future which would greatly facilitate fiscal planning.

President Trachtenberg thanked Professor Yezer for his tribute to Vice President Diehl and then summarized the activities of the search committee thus far in trying to find a successor for the Vice President and Treasurer. He said that four hundred forty applications had been reduced to twelve individuals who met with the committee here on campus. The committee has since reduced that list to five, on whom the President was currently running background checks. Three to five of those candidates would be invited back for a second interview, at the end of which time the administration hoped to be able to make an offer. He concluded that the quantity and especially the quality of the applicants were in their own way a testimonial to Vice President Diehl and to what he accomplished during his tenure. The President said that he hoped to have a replacement for Vice President Diehl in place by fall at the latest.

#### ADJOURNMENT

Before the meeting adjourned, the President took the opportunity to thank the Senate for a marvelous second year and said that he looked forward to working with the members next year.

At this point, Professor Fox moved to adjourn the meeting one final time, and the motion was seconded. The President adjourned the meeting at 4:30 p.m.



J. Matthew Gaglione  
Secretary

A SUBSTITUTE RESOLUTION IN SUPPORT OF THE NEED FOR TEACHING LOAD REDUCTIONS TO INSURE THE GROWTH OF RESEARCH AT GEORGE WASHINGTON UNIVERSITY (§9/8)

- WHEREAS, In the Report of the Commission on the Year 2000, the Report for the Middlestates Association, the Budget Advisory Team Report for 1990-91 as well as statements by President Trachtenberg and other administrators, recommendations have been made for the faculty of the George Washington University to increase their participation in research; and,
- WHEREAS, The faculty has shown through publications, applications to the University Committee on Research, and through the submission of proposals for sponsored research funds that there exists a high interest in conducting research; and,
- WHEREAS, The faculty of the university has the scholarly potential to increase this effort substantially if existing obstacles were removed and the proper incentives were in place; and,
- WHEREAS, The United States government considers the education and training of skilled researchers essential for the future of the country and therefore dedicates billions of dollars in support of university research; and,
- WHEREAS, In the year 1988, sponsored research programs generated more than \$33 million for the university and provided support for many graduate students, enabled the permanent acquisition of laboratory equipment and computational facilities, supported the library, increased the stature of the university, and provided many other benefits; and,
- WHEREAS, Faculty participation in research requires large investments of time and effort for performing research and graduate student supervision. For sponsored research, additional time is needed for proposal preparation, student recruiting, report writing, financial management, in addition to performing research; and,
- WHEREAS, Virtually all fine research institutions recognize that the greatest deterrent to excellent teaching and research is an excessive faculty work load and therefore reduce teaching loads to enable faculty to dedicate the time needed for excellence in both activities; therefore,

Substitute Resolution 89/8 (cont'd)

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BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the number one priority in advancing the goals of increasing research and promoting excellence in teaching is the reduction of teaching loads for those faculty pursuing research; and
2. In order to make research proposals more competitive and to serve as an incentive to faculty to seek sponsored research, the University administration should establish a regular relation between cost sharing in the form of academic course release and overhead generated in the project; and
3. For regular tenured or tenure-track faculty/<sup>productively</sup>involved in non-sponsored research, or those who have a history of support from sponsored research, or those who are newly hired with the expectation that they will perform research, the Office of the Vice President for Academic Affairs in consultation with the Senate Committee on Research shall establish within one year of the date of this resolution a plan, with clear eligibility guidelines, leading to reduced teaching loads.

Senate Committee on Research  
April 30, 1990

Adopted, as amended, May 4, 1990

A RESOLUTION OF APPRECIATION (90/1)

WHEREAS, Raymond R. Fox has earned and held the respect, gratitude and affection of The George Washington University community; and

WHEREAS, His term of service on the Faculty Senate ends through retirement from the University; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

That the following citation be issued:

In recognition of his contributions to The George Washington University during thirty-one years of service to his students and colleagues as Professor of Civil Engineering in the School of Engineering and Applied Science;

In recognition of his conscientious and unselfish efforts on behalf of academic excellence as Chairman of his Department and as a member of numerous University committees;

In recognition of his integrity, perseverance and good humor in pursuing practicality and common sense in resolving problems confronting this academic community;

Especially in recognition of his dedicated service for nineteen years on the Faculty Senate, nine years on the Executive Committee of the Faculty Senate, and fourteen years as Chairman of the Senate's Student Financial Aid Committee;

THE FACULTY SENATE

OF

THE GEORGE WASHINGTON UNIVERSITY

CITES

PROFESSOR RAYMOND R. FOX

FOR


DISTINGUISHED SERVICE



May 4, 1990

Adopted by acclamation 5/4/90

  
Stephen Joel Trachtenberg  
President

  
William B. Griffith  
Chair, Executive Committee



A RESOLUTION TO AMEND THE UNIVERSITY ACADEMIC CALENDAR (90/2)

WHEREAS, in the current academic calendar there is no interruption of classes between Labor Day and Thanksgiving, a period of eleven weeks; and

WHEREAS, the designation of the Wednesday before Thanksgiving as a holiday is likely to result in substantial absenteeism on the Monday and the Tuesday of that same week; and

WHEREAS, the designation of the Columbus Day Monday holiday as a University holiday would give students and faculty a welcome respite at an appropriate point in the Fall Semester; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

- (1) That the University academic calendar be changed so that the Thanksgiving holiday begin on the designated Thursday and the Columbus Day Monday holiday be designated as a University holiday; and
- (2) That this change be instituted for the 1991-92 academic year.

Committee on Educational and Admissions Policy  
April 25, 1990

Adopted, May 4, 1990

A RESOLUTION FOR A PILOT STUDENT ORIENTATION COURSE (90/3)

WHEREAS, Many George Washington University students desire continued improvement of advising procedures and personnel; and

WHEREAS, The Joint Committee of Faculty and Students has studied this matter extensively this year through a subcommittee set up to review all aspects of advising, including its role in retention of students; and

WHEREAS, A student orientation course has been found to be an effective way of improving student performance and retention at the University of South Carolina, among many other institutions; and

WHEREAS, Efforts to establish such a course with individual schools or colleges have failed in the past at George Washington University for a variety of reasons not necessarily tied to the merit of the proposal;

NOW, THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

THAT the Administration take the initiative, working with interested Student Association representatives and faculty, to design, fund, and implement a 700-Series pilot or experimental course designed to better introduce new undergraduate students into the GW and Washington environment and to better acquaint them with academic and career options and possibilities while they remain students here;

THAT this pilot course be introduced as soon as is practical (possibly Fall, 1991) in whichever school or college seems most receptive to testing such a program, with the aim that if the course proves its worth, it would be established on a University-wide basis for new students as quickly as resources can be made available;

THAT during the pilot program, the school or college sponsoring the course be encouraged, with the cooperation of the Dean of Students' office to draw upon the resources of that office in these areas:

- (i) Career and Cooperative Education,
- (ii) Counselling Center, and
- (iii) International Student Organization.

THAT the Dean of Students' office be encouraged to test the results of the pilot course by measuring student evaluations and attitudes against the evaluations and attitudes recorded in non-retention studies.

Joint Committee of Faculty and Students  
May 4, 1990

Referred May 4, 1990, to the Executive Committee of the Faculty Senate

A RESOLUTION TO IMPROVE STUDENT ADVISING (90/4)

WHEREAS, Advising continues to be a source of complaints by many students and a factor in the relatively low retention rate of students at George Washington University; and

WHEREAS, Faculty Senate Resolution 88/1 called for many general steps to be taken to improve advising; and

WHEREAS, The Joint Committee on Faculty and Students established its Subcommittee on Advising in Fall, 1989 to study the problem and recommend more specific means for further implementing Faculty Senate Resolution 88/1;

NOW THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

THAT the University Faculty and the Administration should demonstrate a renewed commitment to providing high quality student advising by providing support for and encouraging the Deans of each school or college to:

- (1) Establish a standard manual for each school which discusses advising procedures and faculty obligations and which helps define appropriate student expectations and responsibilities about their advising; and
- (2) Establish standards of record-keeping which should include:
  - (i) better centralized record-keeping in the Deans' offices of necessary materials on students with no declared major;
  - (ii) dispersal and regular updating to the appropriate department and departmental adviser of the records on students who have declared a major or double-major and have chosen an adviser;
  - (iii) completion of efforts to establish centralized computer information to facilitate more accurate academic advising, including direct access to degree/audit sheets and other records; and
- (3) Provide resources to support better professional advising of undeclared majors as to academic and career options; and
- (4) Provide resources to support better professional advising of international students about academic and career options and requirements within the schools or

colleges and with updates on any changes; and

- (5) provide faculty advisors of undeclared majors with better compensation and with more frequent workshop or seminar training on current academic and career options and requirements within the schools or colleges and with updates on changes; and
- (6) Continue acting to improve recognition of faculty efforts in advising by such means as reduced course loads and treating advising on par with University and community service in matters of tenure and promotion consideration.

Joint Committee of Faculty and Students  
May 4, 1990

Referred May 4, 1990, to the Executive Committee of the Faculty Senate

Source: AAUP, ACADEME.  
1989-90

SALARY IN THOUSANDS

5/2/90

	Professor	Associate Professor	Assistant Professor	Totals <sup>(1)</sup>	% Fringe Benefit	Category AAUP
Georgetown	72.3	47.6	35.5	50.8	25	113
NYU	71.2	49.0	42.0	55.4	28	111
Carnegie Mellon	70.9	49.3	43.5	57.2	21	111
Duke	70.6	48.4	39.8	57.9	22	111
Northwestern	69.2	47.3	41.7	56.6	21	111
Vanderbilt	67.8	44.7	38.8	51.5	25	121
American	63.4	45.7	38.2	49.4	20	222
Emory	63.3	44.1	34.3	47.7	22	224
George Washington	63.2	45.4	37.0	52.4	22	222
Tufts	63.2	46.4	38.8	50.0	26	221
Boston U	62.7	45.4	36.1	--	--	223
Washington Univ.	62.5	45.6	36.4	50.1	21	223
Brandeis	61.9	44.5	36.5	49.4	23	223
George Mason (IIA)	70.2	47.9	40.7	51.4	22	(111)
U M at Baltimore	65.7	49.9	38.7	47.9	25	111
U Maryland Col P	65.1	46.1	38.2	49.5	25	222

<sup>(1)</sup>Totals includes Lecturers and Instructors.



AAUP Category I	Percentiles						Continuing Faculty at Private Institutions	
	95	90	80	70	60	50	Average Salary	% Change
Professor	72.3	69.3	65.2	62.5	61.0	57.4	68.4	6.8
Associate	49.3	48.6	46.9	45.4	44.0	43.0	46.4	7.1
Assistant	41.7	40.3	38.7	37.6	36.8	36.0	39.1	7.5

School	Professors			Assoc Professors			Asst Professors			*All Ranks		
	#	Avg Sal	% chg fr 88-9	#	Avg Sal	% chg fr 88-9	#	Avg Sal	% chg fr 88-9	#	Avg Sal	% chg from 88-9
Arts & Sciences	132	\$56,088	6.01	86	\$40,923	7.15	86	\$33,766	5.43	304	\$45,483	5.57
Education	26	50,069	1.81	7	36,016	6.35	7	34,451	10.94	40	44,877	4.83
Elliott School	12	61,960	18.29	6	45,234	6.38	3	35,376	9.66	21	53,383	16.71
Engineering	56	71,114	6.79	9	52,045	6.52	12	47,441	6.48	77	65,196	7.30
Govt & Business	44	61,620	8.28	34	50,883	9.16	14	49,463	12.98	92	55,802	9.18
National Law Center	32	92,262	3.02	10	65,740	3.85	0			42	85,947	4.62
Total	302	\$63,228	6.73	152	\$45,386	7.40	122	\$36,991	6.61	576	\$52,963	6.93

## Academic year salaries

## 1989-90 AAUP Percentiles

80th	65,200	46,900	38,700
70th	62,500	45,400	37,600
60th	61,000	44,000	36,800

## Percent Rank Distribution

School	Professors	Associate Professors	Assistant Professors	*Total
Arts & Sciences	43.4%	28.3%	28.3%	304
Education	65.0%	17.5%	17.5%	40
Elliott School	57.1%	28.6%	14.3%	21
Engineering	72.7%	11.7%	15.6%	77
Govt & Business	47.8%	37.0%	15.2%	92
National Law Center	76.2%	23.8%	0.0%	42
Total	# 302	152	122	576
	% 52.4%	26.4%	21.2%	

\* Excludes 15 Instructors

AAUP FAC '91 (AA41.A085)

IR 3/2 J

1989-90  
Average Salaries

June 1990  
Source:  
Academe, AAUP.

All Category One Schools

	Male	Female	Difference
Professor	60.5	54.2	6.3
Associate	43.4	40.8	2.6
Assistant	37.4	33.8	3.6

Private Independent Category One Schools

	Male	Female	Difference
Professor	69.1	61.0	8.1
Associate	47.2	44.0	3.2
Assistant	40.3	36.5	3.8

George Washington University

	Male	Female	Difference
Professor	64.5	53.8	10.7
Associate	45.8	44.2	1.6
Assistant	38.7	34.9	3.8

Distribution GWU

	Male		Female	
	N	%	N	%
Professor	265	87.7	37	12.3
Associate	112	73.7	40	26.3
Assistant	67	54.9	55	45.1
	444	77.1	132	22.9

1989-90 BUDGET IMPROVEMENTS FOR ACADEMIC PURPOSES

A. Base Budget Increases<sup>1</sup>

Gelman Library		
WRLC Costs	270,000	
Acquisitions	150,000	
ESIA		
Faculty Position	42,000	
SGBA <sup>2</sup>		
Faculty Salaries	110,000	
GSAS		
Genetics Position	60,000	
CCAS		
Two Faculty	77,926	
SEHD/DCE		
Two Faculty	62,781	
NLC		
Salaries, Student Aid, & Renovations	700,000	
Crystal City		
Computer Lab Instructor	16,702	
VP Research		
Fellowships Office	25,000	
Center Washington Area Studies		
Director	4,542	
International Services Office		
Faculty Affairs	4,700	
Jr. Scholar Incentive Program		
Stipend Increases	9,800	
Endowed Professorships		
New & Increments	70,000	
University Honors Program		
Salaries & Materials	108,000	
Research Equipment		
Matching Funds	50,000	
Graduate Student Stipends	152,000	
Teaching Center		
Programs & Materials	<u>41,549</u>	
TOTAL		1,955,000

- 1 The National Law Center agreed to take its tuition up at a rate above the general rate of increase on the understanding that the revenue produced by the differential would be returned in its entirety to the NLC. SEAS made a similar arrangement with respect to its graduate tuition rate; unfortunately, a steep decline in graduate enrollments completely offset the anticipated increase in revenues.
- 2 Faculty salaries in SGBA were improved from a variety of sources in 1989-90 in addition to the general 5 and 1/2% increase in all school budgets. In addition to the \$110,000 cited here, the \$50,000 from application fees was applied to salaries; an administrative position was abolished releasing \$46,500 for faculty salaries; \$93,000 of the 1/2 of 1% reserve that the President and I held for faculty salaries was allocated to SGBA; the January merit increases distributed to SGBA will ultimately cost \$60,000 in salary and FB; endowed funds dedicated to the support of existing professorships in SGBA were increased by \$700,000.

B. Gelman Library

Base Budget Increases (cited above)	420,000	
Voluntary Contributions	247,000	
Annual Campaign	<u>53,000</u>	
TOTAL		720,000

C. Application Fees

By agreement with President Trachtenberg, graduate application fees were increased with the understanding that the revenue resulting from those increases would be returned directly to the academic units.

SGBA	40,000	
GSAS	36,000	
SEHD	19,000	
SEAS	17,000	
ESIA	13,000	
NLC	<u>91,000</u>	
TOTAL		216,000

D. Faculty Compensation

6% Base Salary Increase	2,149,000	
Fringe Benefits	<u>484,000</u>	
	2,633,000	
January Merit Raises	<u>165,700</u>	
TOTAL		2,798,700



E. One-time Supplements

Visiting Faculty	24,400	
Student Stipends	15,166	
Computers for Gelman,		
University Marshal, et al	13,000	
Data base for Graduate Students	750	
Endowed Professor Recruitment	20,000	
Health Policy Center	30,000	
TOTAL		103,316

GRAND TOTAL:

Base Budget	1,955,000	
Application Fees	216,000	
One-time (library and general)	403,000	
Faculty Salaries	2,798,700	
		5,372,700

F. Computer Fees

Estimated Revenue	372,000	
Expenditures:		
SEAS	94,000	
Staughton Classroom	87,052	
Software Licenses	37,685	
Instructional Equipment	7,067	
Gelman Classroom	90,000	
Salaries	5,745	
Reserve for		
Staff Positions	28,773	
Reserve for		
Equipment	21,678	
TOTAL		372,000

5/10/90

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

TO: William Griffith, Chair,  
Senate Executive Committee

FROM: Peter Vaill, Chair, *P. Vaill*  
Special Committee on Utilization of Regular, Active-  
status, Non-tenure-accruing Appointments

SUBJ: Interim Report

Date: May 2, 1990

I regret that we do not have the final report the Senate had requested by the end of this Spring semester. We were quite late in convening, due to unusual pressures on my time from other University activities. We have had two meetings, however, whose substance is sketched below. We are looking to have a more complete report for you and the Senate early in the Fall semester.

In the discussions that we have had so far, it is clear that an inventory needs to be taken of the various uses of non-tenure-accruing appointments (NTA's) in the University. There are variations in the patterns of use, in the reasons for use, and in the expected needs for NTA's in the future. These variations are impressions at the moment; in our final report we expect to be able to describe them more systematically.

The National Law Center, the Medical Center, and SGBA have all communicated to us informally that they desire to retain the NTA capability, as has the English Department. We are in the process of surveying these and the other Schools and Colleges not only for what they desire for the future, but for what they have been doing with the NTA's up until now. I had hoped to have the preliminary results of our survey for you in this Report, but it has not been possible for the Committee to get with the various Deans. This is what we will be doing over the summer.

We have received and held a preliminary discussion of the National Law Center's Draft Procedures for Appointment and Promotion of Clinical Faculty. These will be discussed and voted on at their May 11 meeting. We have received but not yet discussed the Medical Center's "Criteria for Promotion and Tenure for the Faculty of the School of Medicine and Health Sciences" as adopted on October 18, 1989. These two documents taken together constitute a substantial amount of consideration of the NTA issues, and the Committee will be seeking both to understand them in their own terms as well as to see what guidance they provide, if any, for NTA questions in other parts of the University.

These then are our main activities to date. A fuller report will be forthcoming in the early Fall.

cc: V.P. French; Committee members.

A Tribute to Galip M. Arkilic  
Professor of Engineering and Applied Science

Professor Arkilic came to George Washington University in 1958 as a young faculty member after completing his studies at Cornell, IIT, and Northwestern, and serving on the faculty of Penn State. In the thirty-two years he has been at George Washington University, he has served as a department chair for three years and as an Associate Dean for 5-years. He served on the Faculty Senate for 5-years and on the Executive Committee for one year.

He has been a tireless advocate of quality in teaching and the maintenance of high professional standards. He has contributed much to the development of our curricula. He was known as an outstanding teacher who was very popular with his students.

In our department, he has long been recognized for his wisdom. His council has been regularly sought by everyone from young faculty to deans. At our faculty meetings, he has been the voice that has often returned us to sanity. His understanding of the highs and lows we have experienced over the years, where we came from, and where we should be going has been of great value to his department. His recollections of the origins of GWU are a source of enjoyment for many of us.

When faculty grumble about any particular issue at GWU, he has not been known for his sympathy. On such occasions, he frequently reminds us that the faculty of George Washington University have the right and responsibility to participate in policy-making. If we relinquish that right by default, we deserve what we get.

Professor Arkilic is retiring and will be awarded emeritus status. Fortunately, he will remain in the area, so we all hope that we can continue to seek his council and continue our friendship. As colleagues and Senate members, we wish him well in his future activities.

Charles A. Garriss  
Professor of Engineering

Faculty Senate Meeting  
May 4, 1990

A Tribute to Richard A. Kenney, Professor of Physiology

Professor Richard Kenney graduated from the University of Birmingham. After several years he ended up in the Orient where he spent the next 14 years teaching and doing research. He came to George Washington first as a guest lecturer in 1968. This was quickly followed by being appointed Professor of Physiology then as acting chairman of the department of Physiology and finally Chairman. He remained in this position until his retirement in January. He served in the Faculty Senate for 4 years. During this time he was chairman of the Fiscal & Budget Planning Committee for 2 years.

He also served in the Medical Center Faculty Senate for 6 years, the Executive Committee of the Medical Center Senate for 4 years and was chairman of that committee for 2 years. He was also chairman of the Medical Center committee on public relations.

I came to know him well while working with him in research in the field of exercise over a period of 5 years. During this time we struggled with frightened subjects, wiggling rabbits, recalcitrant apparatus and finicky editors. He has been a friend as well as councillor. We wish him well in his retirement during in which I suspect he will continue to be busy writing books and papers.

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

May 4, 1990

A Tribute to Robert Crumpton Willson    Associate  
Professor of Journalism

Professor Bob Willson obtained a degree in English Literature at GWU following four years service in the U.S. Marines during World War II. He taught English here and in 1952 became Assistant Professor of Journalism, serving the department, the college, and the University in many capacities since then. He joined a young and struggling program begun only in 1946 and at the time of his first association, one without even typewriters for its classroom. Working through the years often as a one-person, sometimes two, department he developed the program into the successful component it is today of the Columbian College with a strong full-time and adjunct faculty and an alumni support system of nearly a thousand persons.

He has served in numerous committee and administrative assignments in his years here, including the Executive Committee of the Faculty Senate in 1967-68 at the end of service in the Senate 1966-68. Much of his work was devoted to increasing faculty compensation and benefits and protecting and extending faculty participation in college and University governance. All members of today's Senate and faculties of the University owe Prof. Willson and his colleagues of that era great appreciation for having established so much of the bases for our improved professional life today.

After 38 years of dedicated service to his students, colleagues, friends, and others within the University community, Prof. Willson is retiring to emeritus status after conclusion of his term as chair of the Journalism Department on June 30, 1990.

I am pleased to join with all of his many friends and close professional associates in this body and throughout the University in wishing him the best in his future years.

Philip Robbins  
Professor of Journalism

FACULTY SENATE MEETING, May 4, 1990



BRIEF STATEMENT BEFORE THE FACULTY SENATE, GEORGE WASHINGTON  
UNIVERSITY, MAY 4, 1990

Charles C. Diehl is ending twenty years of loyal service at George Washington University. He came to the University from the Stanford Research Institute in 1970 and was promoted to Vice President and Treasurer in 1972. Mr. Diehl is well known as the master builder of Foggy Bottom and as the originator of the "one building builds another" school of university development.

There is no Diehl Hall at G.W. but, as you wander through the campus, consider the University without the Smith Center, Fungler Hall, Gelman Library, National Law Center additions, the F Street support facility, the Himmelfarb medical building, or the Academic Center. These additions were all completed under his supervision. While it is true that several townhouses were sacrificed to the Diehl 'Dozer, the result was a substantial addition to University facilities. Comparing the visual qualities of the new structures with such period pieces as Stuart Hall, the Hall of Government, and Lisner Hall - need I go on - leads to the conclusion that aesthetic considerations are not lost on Mr. Diehl.

In 1970, George Washington University had an endowment funds of \$10 million in financial assets which contributed \$0.5 million in annual revenue to current funds. In the 20 years since Mr. Diehl arrived, those financial assets have increased to almost \$150 million, contributing over 3 million per year in current funds. Even if we allow for inflation, by dividing the current dollar totals for 1990 by 3, we find real financial assets in endowment increased 500% and the annual real contribution to current funds more than doubled. This growth in the financial assets in ordinary endowment has been supplemented by the quasi-endowment in commercial real estate which contributes over \$3 million annual to current revenues.

All of this accumulation has not been accomplished without effort. Mr. Diehl has been forced to say "no" more than other administrators. Some may feel that he rather enjoyed saying "no", but certainly someone had to enforce budget discipline or our balance sheet would look like our neighbors at American University with \$19 million in endowment assets.

The financial fruits of Mr. Diehl's efforts will be harvested well into the 21<sup>st</sup> century. For twenty years of dedicated effort which has enhanced the fiscal health of the University, thank you Mr. Diehl.

Anthony M. Yezer, Chairman Fiscal Planning and Budgeting

COMMITTEE ON ADMINISTRATIVE MATTERS  
AS THEY AFFECT THE FACULTY

ANNUAL REPORT

May 2, 1990

The Committee on Administrative Matters as they Affect the Faculty met eleven times during the 1989-1990 academic year. Two of the sessions were joint meetings with the Committee on Appointment, Salary, Promotion and Fringe Benefits.

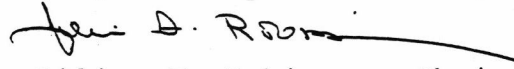
The Committee on Administrative Matters presented two Resolutions to the Faculty Senate. Resolution 89/11, passed by the Faculty Senate, addresses the issue of compensation of part-time faculty, calling for an increase of salary minimums for each rank. Resolution 89/13 focuses on recruitment and appointment reporting in the recruitment and hiring of minorities and women. Passed by unanimous vote, it calls for systematic annual reporting, through the Faculty Senate, on recruitment and hiring of these groups.

Pursuant to a request by the Executive Committee, the Committee on Administrative Matters examined the issue of adding alumni and administration representatives as voting members of Search Committees for Deans. The views and recommendations of the Committee are contained in the attached report.

The Committee also focused its attention on the University's review of faculty and staff benefits. To that end, two joint meetings were held with the Committee on Appointment, Salary, Promotion to receive faculty briefings on the work of the University Benefits Review Committee.

Other matters which came before the Committee included the conducting of a survey (prepared by the 1988-1989 Committee members) on faculty response to the effectiveness of University support services. The results of that survey have been transmitted to Vice President Bortz whose division is beginning to undertake a University wide study of academic and non-academic support personnel. At the request of the Executive Committee, the Committee reviewed and responded to question nine of the Report of the Committee on the Consolidation of the School of Public and International Affairs.

Respectfully submitted,

  
Lilien F. Robinson, Chair

Members of the Committee:

Diane Brewer, Speech and Hearing  
Jonathan Fife, Education  
Jerry Lake, Art  
Phyllis Langton, Sociology  
Thomas E. Moyer, CME  
Yolanda Ortel, Pathology  
Philip W. Wirtz, Management Science  
Jarret M. Wise, Health Care Sciences  
Joseph Zuchelli, Physics

Ex officio:

Charles E. Diehl, Vice President and Treasurer  
Robert I. Keimowitz, Dean, Medical Center for  
Academic Affairs

## Membership of Faculty Search Committees for Deans

The Senate Committee on Administrative Matters as They Affect the Faculty was asked by the Executive Committee to propose amendments to the Faculty Code implementing changes with regard to membership on Dean Search Committees.

The Committee reviewed a report, prepared at the request of the Senate by Professor John Morgan, which examines the case for the inclusion of students and alumni as voting members on Dean Search Committees. The Committee also considered a memorandum from Vice President French which suggests expanding Search Committee membership to include a representative of the Administration. The Committee's review of these documents and subsequent deliberations form the basis for the following recommendations to the Faculty Senate.

1. No changes to the Faculty Code should be made with respect to the section dealing with the composition of Dean Search Committees.
2. The search for acceptable candidates for a new Dean is properly the responsibility of the Faculty and is consistent with the general spirit of the Code and the faculty's position and role within the organization and operation of the University.
3. While the involvement of students and alumni in a non-voting capacity is desirable, the current wording of the Faculty Code permits it.
4. The Faculty Code allows individual Schools to seek participation from these groups in a manner suitable to the specific needs of that School.
5. The process has worked well to date and there has been no indication from the faculty of a desire for change.
6. Should changes be considered in the future, then the faculty members of each School should be given an opportunity to discuss the matter and make their recommendations to the Senate
7. Membership of an Administration representative seems particularly inappropriate, as the Administration already has a major role in the process. The faculty function is to recommend a list of names, while the actual selection is made by the Administration.

Furthermore, Administration participation in the initial search and recommendations would risk fundamental alteration of the dynamics of that process. Administration membership has the potential of hindering an open, candid debate and compromising the quality of the recommendation.

Committee on Administrative Matters as they Affect the Faculty

4/19/1990



# FACULTY SENATE COMMITTEE ON ATHLETICS

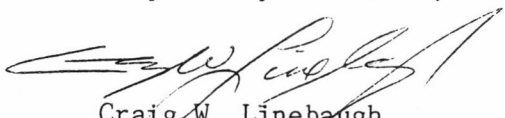
## Annual Report

The Committee met twice during the 1989-90 academic year. At its first meeting on December 1, 1989, the Committee reviewed the Department of Athletics and Recreation's Academic Support Program. Sheila Hoben, Academic Coordinator for the Department of Athletics and Recreation, reported that the program has been in existence since 1983. The program currently provides individual tutoring for 20-25 student-athletes each semester. The other services provided by the Program are described on the information sheet provided by Ms. Hoben which is appended as a part of this report. Ms. Hoben encouraged all faculty to respond to the "Academic Progress Letter" distributed by the Department and to contact her regarding any student-athletes about whom one might be concerned. She also commented that "good news" about athletes performing well in class is most welcome.

The issue of drug testing was also considered briefly at this meeting. It was reported that such testing is conducted in conformance with NCAA policies regarding NCAA championship tournaments. Drug and alcohol education is provided to student-athletes.

At the Committee's second meeting on Feb. 23, 1990, Ed Caress, G.W.'s faculty representative to the NCAA, reported on the 1990 NCAA convention. He discussed four issues in particular: 1) Disclosure of admission and graduation rates -- Universities will be required to disclose graduation rates for their student body as a whole, for all athletes, and for athletes participating in football and basketball. The first report is due in Oct., 1991. 2) Financial aid for "partial qualifiers" under Proposition 48 -- Partial qualifiers are those persons who fail to obtain either a 2.0 GPA in the designated high school core curriculum or to achieve a combined SAT score of 700. These individuals may receive nonathletic financial aid and may not practice or participate their first year. Subsequently, they may participate in varsity athletics if they are making adequate progress toward their degree. 3) Length of playing and practice seasons -- Consideration is being given to ways of reducing the length of the season in certain sports, most notably basketball, and of reducing the amount of practice time. 4) Financial aid for athletes attending summer school before regular full-time matriculation -- This was approved by the NCAA.

Respectfully submitted,



Craig W. Linebaugh  
Acting Chair

### Members of the Committee

Joseph M. Campos  
Edward A. Caress  
Robert F. Dyer  
Stephen A. Karp  
Charles E. O'Rear  
Donald Paup  
Michael P. Ralph  
Abbie O. Smith  
Jeanne e. Snodgrass  
Jerry M. Wiener  
David S. Wilkinson  
ex officio  
Steven Bilsky  
Robert A. Chernak  
Mary Jo Warner

## SERVICES PROVIDED BY THE ACADEMIC SUPPORT PROGRAM

New Student Orientation  
Study Halls  
Review Sessions  
Academic Monitoring  
Individual Tutoring

Testing & Evaluation  
STAAR Program  
First Program  
Referral to University Services  
Career Development Seminars

NEW STUDENT ORIENTATION: Conducted at the beginning of the Fall semester by the Academic Coordinator.

STUDY HALL: Study halls are organized individually according to team. Coaches, in conjunction with the Academic Coordinators will determine which of their students will attend study hall. Freshmen, transfer students, and students with a G.P.A. below a 2.500 may be required to attend a study hall program.

REVIEW SESSIONS: Held one hour per week per subject.

ACADEMIC MONITORING & COUNSELING: Provided by the Academic Coordinators for "targeted athletes". (i.e. certain incoming students and continuing students on academic probation.) Students may be required to meet with the Academic Coordinator on a weekly basis.

INDIVIDUAL TUTORING: Provided for student-athletes on a case by case basis.

TESTING & EVALUATION: Provided for student-athletes on a case by case basis.

STUDENT-ATHLETE ACADEMIC RECOVERY PROGRAM (STAAR): Provided for students whose G.P.A. has fallen below a 2.0, includes study strategies for academic success, group counseling, and academic monitoring. May include individual tutoring and counseling.

FRESHMAN INTENTIVE STUDY SKILLS PROGRAM (FIRST): Provided for incoming freshmen whose high school record suggests they may need additional study strategies preparation. Group counseling and academic monitoring are provided on a weekly basis for the first semester.

REFERRAL TO UNIVERSITY SERVICES: Provided for student-athletes needing assistance from the Counseling Center, Career Services, Academic Departments, Peer Tutoring and/or other campus services.

Academic Coordinator:  
Assistant Academic Coordinator:  
Office Location:

Sheila Hoben 994-8506  
Ellen Carter 994-2699  
Stuart Hall  
2013 G Street  
Room B01



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

*Graduate Program in Genetics / Lisner Hall 307 / 2023 G Street, N.W. / Washington, D.C. 20052*

April 27, 1990

1989-90 Annual Report: Faculty Senate Committee on Educational and Admissions Policy

The Committee met five times to consider the matter outlined below.

1. Fall Admissions. Admissions Director George Stoner and Vice President Robert Chernak provided the Committee with profiles of new students and a variety of data related to admissions.
2. English for International Students. In response to a substantial number of comments and criticisms concerning the current regulations as set forth in Senate resolution 88/6, the Committee proposed an amendment (Resolution 89/4) which changed the original wording from "native" to "official" (language). This amendment was passed by the Senate at the November meeting.
3. Religious Holidays. Clarification was requested from Susan Kaplan, Assistant to the President, as to what religious holidays merited recognition in terms of making special accommodations for student. A recommendation was made that M.S. Kaplan's office distribute to the faculty a list of religious holidays commonly observed by our students, as determined via consultation with the Board of Chaplains, and that this list be distributed with a copy of the Senate resolution (71/36) pertaining to religious holidays at least one month before the beginning of each academic year. The list is to be construed as a general guideline.
4. Academic Calendar. Because of the fact that recent academic calendars have not adhered closely to the guidelines expressed in Senate Resolution 84/13, discussions were initiated with Donna Scarboro, chair of the Calendar Committee appointed by Vice President French. New calendars were developed tentatively for the next five fall semester which were commensurate with the Senate's expectations. Special emphasis was placed on maintaining 14 class sessions for each week day, increasing the number of reading days, and ending exams no later than December 21. A discussion of spring semesters, which pose less problems than fall semesters, was deferred until fall. In response to a presentation by John Klee, GWUSA Executive Vice President, the Committee voted to send a resolution to the Senate endorsing Columbus Day as an official University holiday, and adding the Wednesday before Thanksgiving as a regular class day.

5. GW Forum. The Committee endorsed the continuing editorship of Eileen McClay.
6. Honors Program. Susan Strasser, Director of the University Honors Program, briefly acquainted the Committee with the makeup of the University Honors Committee appointed by Vice President French. The issue was raised as to whether this Committee had the function of actually granting honors degrees, which is the prerogative of the Faculty, or was acting simply the vehicle which provides for student participation in the Program.

Respectfully submitted,

Timothy J. Brennan  
Kalvir S. Dhuga  
Matthew Gaglione  
Joseph A. Greenberg  
Kim Hartswick  
Joe Levy  
Stefan O. Schiff, Chair  
Charles C. Shepherd Jr.  
Sylvia Silver  
Tiffany Smith  
Christopher W. Sten  
Max Ticktin  
Daniel Ullman  
Julie Winston

ex officio :  
Robert A. Chernak  
Roderick S. French  
Anthony T. G. Pallett  
George W.G. Stoner

## ANNUAL REPORT

### The Senate Committee on Research

1989-1990

The Senate Committee on Research met 13 times during the academic year including two open hearings. The primary activities concerned:

1. The committee jointly sponsored with the Gelman Library and exhibit of faculty publications entitled: "Evidence of Excellence" and a reception.
2. The evaluation of the report: "Strategies for Research: Toward Growth and Competitiveness", by A. Coates and C. Lange. In this connection, the committee produced a Special Report, presented at the December Senate meeting, which provided an analysis and recommendations. In particular, the Special Report supported the need for increased expenditures for research, criticized the application of targeted funding, advocated the establishment of an infrastructure of faculty incentives, and found the process by which the recommendations were adopted as policy were not consistent with the faculty's role as outlined in the Faculty Code.
3. Presented at the December meeting "A RESOLUTION CALLING FOR AN INCENTIVE-BASED HIERARCHY OF PRIORITIES IN THE ALLOCATION OF RESOURCES TO RESEARCH (89/7)". The resolution was voted on and passed.
4. Presented at the December meeting: "A RESOLUTION CONCERNING THE FACULTY'S ROLE IN DECISION-MAKING IN THE AREA OF RESEARCH (89/9)". The resolution was voted on and accepted in modified form.
5. Presented at the December and April meetings: "A RESOLUTION IN SUPPORT OF THE NEED FOR TEACHING LOAD REDUCTIONS TO INSURE THE GROWTH OF RESEARCH AT GEORGE WASHINGTON UNIVERSITY (89/8)". The resolution was tabled on both occasions with considerable debate. It will be presented, in revised form, at the May meeting.
6. The committee produced a Special Report entitled: "Survey on Teaching Loads and Research Productivity of Full-Time Faculty". The report was presented to the Senate at the April meeting. The report was the result of two surveys of department chairs and attempted to quantify the availability of teaching load reductions for research-active faculty throughout the university, the impact of increased teaching-load reductions, the impact on research productivity, as well as the viability of various mechanisms to achieve teaching-load reductions in a revenue -



neutral way and their impact on academic programs.

7. The committee produced a Special Report entitled: "On the Need for Teaching Load Reductions at The George Washington University". This report was presented to the Senate at April meeting. The report concluded that teaching loads were higher at GWU than those at two "market-baskets" of research oriented universities for both sponsored and non-sponsored research-active faculty. The report showed that sponsored research productivity was lower at GWU than the others, while financial strength was comparable. The report showed that sponsored research income has been declining in proportion to university revenue and that opportunity does exist to develop this as a source of revenue if proper faculty incentives were available. For non-sponsored research, the report discusses the process that Georgetown University went through in effecting teaching load reductions and the reasoning behind their decisions and the benefits accrued. Several recommendations are proposed.

Senate Committee on Research

Charles A. Garriss, CMEE, Chairman

William C. Adams, Public Administration

Jeffrey C. Anderson, Art

Frank E. Baginski, Mathematics

Linda J. Brandt, Psychology

Ernest J. Englander, Business Administration

Bruce M. Kramer, Mechanical Engineering

Donald C. Linkowski, Human Services

Murray Loew, Electrical Engineering

Terrence Phillips, Medicine

ex officio:

Roderick S. French, Vice President for Academic Affairs

Anthony G. Coates, Associate Vice President for  
Academic Affairs and Research

Henry Solomon, Dean of the Graduate School of Arts and  
Sciences

THE GEORGE WASHINGTON UNIVERSITY  
WASHINGTON, DC 20052  
MAY 3, 1990

Annual Report to the Faculty Senate

The Faculty Senate Committee on Student Financial Aid met on November 17, 1989 to receive an update on financial aid for the current academic year. Members reviewed statistics reflecting how the University is faring in its quest to attract quality students.

The Executive Director of Enrollment Management provided insight into probable packaging methods for the 1990-91 academic year with respect to budgetary considerations. Proposed enhancements to the College Work Study Program and the impact these would have on departments were mentioned.

The Committee fulfilled its role in reviewing financial aid matters and providing the broad, school-wide advising helpful to the Office of Student Financial Assistance.

Respectfully submitted,

*R.R. Fox*  
Raymond R. Fox, Chair

Members: Gerard Huve  
Gary Johnson  
Bradley E. Sabelli  
J. Frank Wright  
Mona E. Zaghloul  
Vicki J. Baker  
Robert A. Chernak  
Anthony T.G. Pallett  
George G.W. Stoner



DEPARTMENT OF ELECTRICAL ENGINEERING AND COMPUTER SCIENCE

Annual Report of the Senate  
Committee on University Development and Resources  
1989-1990 Session

Members of the Committee:

Simon Berkovich, EE & CS, Chairman  
Marilyn L. Liebrezn-Himes, Business Adm. Dept.  
Amy Mazur, Teacher Prep & Special Education  
Gregory Reaman, Childrens Hospital  
James Scott, Emergency Medicine, Bldg. VV  
Carl Steiner, Germanic Language/Literature  
Stephens George, Geology, Bell 104C  
Winslow Erik, Mgt Monroe 203C

Ex Officio:

Canfield, David W., Director of Medical Center  
Development  
Dorich, Dina, Assistant Vice President for  
University Relations  
Worth, Michael J., Vice President for  
Development

The Committee on University Development and Resources met five times during the 1989-1990 academic year. Major activities of the Committee can be summarized as follows:

1. The committee has organized the first Faculty/Staff Social Hour under the auspices of the University Club in response to a positive enthusiastic reaction to the last year survey on the desirability of establishing this event. All the necessary arrangements for this organization were performed by Prof. Marilyn Liebrezn-Himes, Business Administration, her memo is attached. In particular, there was designed a very nice flyer which will be also useful for future announcements. The first Social Hour meeting seemed to be a success and we decided that it will be good to have a Social Hour tradition and continue these meetings regularly. This was discussed with the University Club manager Mr. William Yaglou and one of the officials from the Marriott Corporation. The consensus was that Social Hour meetings should run twice per semester: one time on Thursday and the second time on Tuesday to accommodate people with scheduling conflicts. To start these events it is necessary to have them sponsored by several University Divisions on a rotational basis, an estimated cost of the appetizers for one meeting is about \$500.00.

2. The Committee have continued to investigate the possibility of establishing a child care center at The George Washington University. A draft of a resolution regarding organizing a special committee for this purpose was prepared by Dr. James Scott, Medical Center. This material was submitted to the Executive Committee. However, it was suggested to postpone the discussion of this resolution, since the child care center problem is supposed to be considered in the context of a larger benefits package.
3. For several years there was many debates whether the name of the Committee on University Development and Resources can actually reflect the scope of its activities. As a result of these debates it was suggested that it would be reasonable to change the name of the committee to focus its attention on more specific topics. A resolution was submitted and adopted by the Senate on April 13, 1990 (89/14) to recommend the Faculty Assembly to change the name of this committee to "Committee on Faculty Development and Support".

Respectfully submitted,



Simon Berkovich, Chairman  
April 23, 1990



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

*School of Government and Business Administration / Washington, D.C. 20052*

*Department of  
Business Administration  
(202) 994-6115*

The Faculty Senate Committee on University Development and Resources will hold its first Faculty/Staff Social Hour on Thursday, October 19, 1989, in the University Club, 3rd floor of the Marvin Center, starting at 4:30 PM. All GWU University faculty (full and part time) and staff are invited to attend, including all Schools in the University. The enclosed poster is being sent to every GWU School, and similar flyers will be sent to all individual faculty members and administrative staff. While part time members may not receive the flyer by name, they are encouraged to attend. Thank you for your support.

Sincerely,

Dr. Marilyn Liebrez-Himes  
Associate Professor of Business Administration  
and Committee Member: Senate Committee on  
University Development and Resources

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

October 11, 1989

TO: Members of the Senate Committee on University Development and Resources

Simon Berkovich, Chairman  
Amy Mazur  
Gregory Reaman  
James Scott  
Carl Steiner  
George Stephens  
Erik Winslow

Ex Officio:

David Canfield  
Dina Dorich  
Michael Worth

FROM: Marilyn Liebrez-Himes  
Committee member

RE: Update on the upcoming Faculty/Staff Social Hour, October 19, 1989

Enclosed is a copy of the flyer which is being sent to all faculty at GWU and administrative staff. Bright yellow posters have also been printed and sent to each of the GWU Schools and Continuing Education Division, as well as the University Club.

The University Club, under the directorship of manager William Yaglou has volunteered to sponsor the appetizers for this opening event and is excited about its possibilities. It is hoped that the respective schools in the GWU family will underwrite future monthly faculty social hours for the coming months.

The posters and flyers were created and run off by some very supportive faculty and staff members here in SGBA, for which I am very grateful. Everyone throughout the University community who has been contacted in regard to this event has been helpful and supportive, which has made it a pleasure. It should be a great social hour.

Best regards *MLH*

Marilyn Liebrez-Himes

Special thanks to Linda Christensen for the poster and flyer design and layout, Fred Ross for the printing of the flyers, the staff of the Business Administration office for labeling, and my research assistant, Yang Xia for message collection and poster delivery. Margaret Vann and her staff supplied some excellent creative directions.





## FACULTY STAFF/SOCIAL HOUR

Come "meet and greet" your colleagues on

**THURSDAY  
OCTOBER 19, 1989  
4:30 PM**

**UNIVERSITY CLUB--Marvin Center Third Floor**

**FREE (Good!) HORS D'OEUVRES  
CASH BAR**

**Sponsored by the  
FACULTY SENATE  
On the Third Thursday of Each Month**

Hors d'oeuvres provided by the University Club

FOR MORE INFORMATION CALL THE CLUB AT  
994-6610

A special buffet will be provided  
for those who wish to stay for dinner  
(\$10.95 per person plus tip and tax)

**FINAL REPORT FOR 1989-90**  
**FACULTY SENATE COMMITTEE ON FISCAL PLANNING AND BUDGETING**

**I. INTRODUCTION**

During 1989-90 the Committee worked, mainly in subcommittees, on a variety of issues related to the changing fiscal structure of the University and to the planning process. Based on last year's work, when the Senate passed a resolution on incentive budgeting, the Committee carried out various studies designed to promote change in fiscal planning. The thrust of this change would involve movement to full cost accounting for university activities and assessment of revenue vs. full cost contributions of programs. Thus the Committee believes that effective fiscal planning requires strengthened measurement systems, recognition of the relation between individual programs and the entire institution, and assessment of both productivity and full cost as an aid to decision-making. It is our understanding that the BAT has also recognized similar information and planning process needs. Finding a process for faculty involvement in planning is a major challenge.

The remainder of this report discusses individual items considered by the Committee.

**II. THE FACULTY AND THE BAT**

The Committee was asked to determine the nature of faculty reaction to the BAT Report issued in fall 1989. Extensive efforts were made to solicit faculty opinion. No responses, beyond those made by members of the Committee, were obtained. This was quite surprising given that the BAT was making strong recommendations concerning the allocation of funds. The Committee voted to report that faculty involvement in the BAT process or knowledge of issues related to the BAT Report appears to be negligible.

**III. THE NEED FOR AND OPERATION OF A COST ACCOUNTING SYSTEM**

The Committee considered basic approaches to cost accounting of the form recommended in a paper by Robin Cooper ("You Need a New Cost System When..." Harvard Business Review, Jan-Feb 1989). The specific case of cost recovery for the University ISN was considered and a draft position paper developed. It appears that current pricing of the ISN is not functioning effectively to recover cost (i.e. few users). The Committee will attempt to produce a final version of this report in the fall.

**IV. COST ACCOUNTING AND FISCAL PLANNING - THE CASE OF NEW DORMS**

With the help of Jonathan Buckley (G.W. class of 89), the Committee developed a full discount cash flow model for real estate development and adapted it specifically to the question of building new dormitories on campus. A full report of the results is available on request from Anthony Yezer in the Department of Economics. However, the "bottom line" results indicate that construction of new dormitories on campus is economically possible. A new dormitory, charging room rates per square foot below the maximum currently found in the dorm system, would generate a net present value of revenues that exceeds the present value of costs of construction and operation. Indeed, a modest surplus would be left over to pay for land costs - although this

surplus is less than the land could earn in commercial use.

This real estate valuation model could also be adapted to consider the case of junior faculty housing on campus.

#### V. TRADITIONAL REPORT ON THE BUDGET

The Committee has traditionally given a report on changing budget totals to the Senate and Table 1 below is an attempt to make that report in a brief and meaningful form.

**TABLE I**  
**ESTIMATED BUDGET SUMMARY TOTALS**  
**University Less Medical Center**  
All Figures In Millions Of Current Dollars

ESTIMATED REVENUE BY SOURCE	1986/87	Estimate 1989/90	Proposed 1990/91	%Change 87-91
1. Gross Student Fees	115.3	151.5	168.4	46%
Adjustments To Gross Student Fees				
2. Student Aid (incl. TA's)	(10.0)	(19.2)	(24.0)	140%
3. Net Student Fees	101.1	132.3	144.4	43%
4. Grants & Contracts (inc. overhead)	16.6	20.9	22.6	36%
5. Gifts & Bequests	3.0	3.1	3.3	10%
6. Endowment Income	6.0	8.7	9.1	50%
7. Auxiliary Enterprises	27.4	38.0	39.8	45%
8. Other Income	3.3	3.6	3.6	10%
9. ESTIMATED TOTAL REVENUE	157.4	206.6	222.8	41%
<b>ESTIMATED EXPENSES</b>				
10. Debt Cost	3.2	4.4	4.8	50%
11. Other Administrative & General	13.2	18.1	20.6	56%
12. Administrative & General Total	16.4	22.4	25.4	55%
13. Student Services	4.3	6.9	7.1	65%
14. Instruction & Dep't Programs	66.1	89.4	95.0	44%
15. Sponsored Programs	12.6	17.0	18.7	45%
16. Plant Operation & Security	13.8	16.6	16.9	22%
17. Auxiliary Enterprises (operating)	25.7	36.5	38.3	
18. Other	2.9	3.6	3.7	
19. TOTAL NON-LIBRARY CURRENT EXPENSE	141.8	186.4	205.1	
20. Auxiliary Enterprises (principal)	1.7	1.5	1.5	
21. General Principal Reductions	4.6	6.1	6.7	
22. Plant & Equipment Additions	6.6	2.2	1.5	
23. Interfund Transfers To Capital	0.9	1.3	4.1	
24. TOTAL CAPITAL EXPENSES	13.8	11.1	9.8	

Note total cost and revenues differ mainly due to neglect of libraries

The most obvious change in fiscal structure evident from Table 1 is the 140% growth of student financial aid which is treated in these accounts as discounting from list price and hence net tuition revenue is used as the basis of total revenue. When one examines the growth of net tuition revenue (43%) it closely approximates the 44% growth in expenditure on instruction and department programs. Seen from the perspective of the 43% growth in net tuition (and other fees) movements on the expenditure side have been largely proportional except that student services and administration cost have grown relative to other categories.

Another, less obvious, change in Table 1 is the diminished importance of capital account transfers. Indeed these have actually fallen due to some rescheduling of repayments. This process is evident from Table 2 which shows how repayment schedules have been evolving over time. Obviously, much of the 21.4 million scheduled for repayment by June 1991 will be refinanced. Scheduled repayments should not be confused with plans for actual repayment

**TABLE 2**  
**PRINCIPAL PAYMENTS SCHEDULED ON PLANT FUNDS**  
FISCAL YEAR IN WHICH PRINCIPAL PAYMENTS SCHEDULED

YEAR PAYMENT DUE	1987	1988	1989
FISCAL YEAR ENDING JUNE 1988	15.2		
1989	10.8	10.8	
1990	11.6	11.6	6.4
1991	11.4	11.4	21.4
1992	6.8	6.8	6.8
1993		7.4	16.7
1994			8.0

#### **VI. MAKING BUDGET REPORTS MORE MEANINGFUL TO FACULTY**

The reaction to the BAT Report as well as past statements of confusion over fiscal planning has prompted the Committee to consider ways of making budgets more meaningful to faculty. Item V above is one step in this direction and more are under way. Anthony Mastro and James Kee are working on ways to make budget expenditure items reflect program cost. The administration has been working on a management information system that will display expenditure information in a variety of ways. This flexibility is needed because different users, including faculty, need the same numbers broken out in different ways. (Comptroller Ralph Olmo is heading this effort).

#### **V. REPORT ON FISCAL RELATIONS AMONG ESIA, GSAS, AND CCAS**

An extended report on this topic, which was referred to the Committee by the Executive Committee, is forthcoming. However, basic insights are easily gained from the Table 3 below.

Table 3  
REVENUES ATTRIBUTED BASED ON DEGREE CANDIDATES

SCHOOL	1985-6	1988-9	% CHANGE
CCAS	24.00	31.21	30%
GSAS	3.88	4.98	28%
TOTAL CCAS+GSAS	27.88	36.19	30%
ESIA UNDERGRAD*	2.06	7.35	260%
ESIA GRADUATE	1.89	2.16	14%
ESIA TOTAL	29.94	43.54	45%
REVENUES ATTRIBUTED BASED ON COURSE ENROLLMENTS			
CCAS	37.47	51.21	37%
GSAS	1.49	2.04	37%
ESIA TOTAL	1.03	2.22	120%
TOTAL EXPENDITURE			
A&S DEPARTMENTS**	3.38	3.51	4%
ESIA	1.47	1.99	35%
TOTAL A&S & ESIA	4.85	5.50	13%

\*ESIA undergraduate revenues in 1989 reflect the reclassification of

pre-ESIA students who were included in CCAS revenues in 1986 but were reclassified as ESIA in 1989.

\*\*A&S Departments of Economics, History, and Political Science have the largest overlap with ESIA course offerings.

Based on conversations with the deans, the patterns found for 1989 should be characteristic of 1990 and 1991 with most budgets increasing by the constant proportion characteristic of overall academic and staff compensation. Other elements of expenditure for physical facilities are omitted here but no significant new physical facilities are planned. Obviously revenue increases appear to have greatly exceeded expenditure increase. Even if we allow for the increase in student financial aid during this period, the percentage increase in net student fees would be twice the percentage increase in expenditure, indicating potential problems in providing adequate educational services.

FISCAL PLANNING AND BUDGETING COMMITTEE

Philip S. Birnbaum

Michael D. Bradley

Mervyn L. Elgart

Maxine B. Freund

James E. Kee

Anthony J. Mastro

Leo C. Moersen

Robert C. Waters

Anthony M. Yezer, Chairman



REPORT OF THE COMMITTEE ON  
HONORS AND ACADEMIC CONVOCATIONS, 1989-90

The Committee met six times (Sep.14, Sept.25, Jan.25, March 3, March 19, April 30)

The Committee discharged its responsibilities as follows:

1. established committees for each of the public functions: Opening Convocation, Martin Luther King, Jr. Observance, Convocation, Honors Convocation, Luncheon for Emeritus and 25-Year Faculty, Graduation Weekend Activities
2. appointed an Honorary degree ad Hoc Committee to screen nominations and make recommendations to the full committee
3. processed and advised the president on nominations for honorary degrees for the winter, 1990 Convocation and two were awarded, General Colin L. Powell and Senator Claiborne Pell
4. recommended a speaker for the 1990 Convocation, (General Powell)
5. endorsed the selection of honorary degree candidates for the May 1990 Commencement
6. developing a protocol for the nomination, selection and confirmation of speakers and honorary degree recipients for University Commencements and Special Convocations

1989-1990 HONORS AND ACADEMIC CONVOCATIONS COMMITTEE

Chair: Dorothy Moore, SEHD  
Georgio Borgiotti, EECS  
Phillip Grub, Business Administration  
Jane Lingo, University Relations  
Martha Rashid, Education  
Joan Regnell, Speech and Hearing  
Robert Shouldice, Health Services administration  
Elizabeth Tidball, Physiology  
Alan Wade, Theater and Dance

ex officio  
Dina Dorich, Assistant VP for University Relations  
Roderick French, VP for Academic Affairs  
Matthew Gaglione, Registrar  
Susan Kaplan, Assistant to the President  
Jill Kasle, University Marshal



## RECOMMENDATION

- a. The committee voted to reaffirm the policy of selecting honorary degree recipients one year ahead of the commencement date to the degree that it is possible.
- b. The committee recommends generating a prioritized list of back up candidates in the event that a first choice is unable to accept an honorary degree at commencement.
- c. The committee recommends establishing guidelines for the nomination, selection, and confirmation of speakers and honorary degree recipients for University Commencements and Special convocations.

THE GEORGE WASHINGTON UNIVERSITY  
INTERDEPARTMENTAL MEMORANDUM

May 4, 1990

ANNUAL REPORT TO THE FACULTY SENATE BY THE JOINT COMMITTEE OF FACULTY AND STUDENTS

The Joint Committee of Faculty and Students held seven meetings in 1989-90 with Philip Robbins as Faculty Co-Chair and Joel von Ranson as Student Co-Chair. We had three important subcommittees at work during the year on a Student Honor Code (Christi Downs, convenor), student advising (Frank Petramale, convenor), and student leader stipends (Jon Klee, convenor).

We note these important activities and accomplishments during the year:

1. Vice President Chernak advised us that consistent with a Joint Committee resolution in Spring 1989, the University Administration has approved, funded, and was establishing a Multi-Cultural Student Services Center to better serve international and minority student needs.
2. The Joint Committee in Fall 1989 voted to send reminders to the Vice President for Academic Affairs and the Deans that University Policy on Academic Dishonesty provides for departments to establish guidelines for their discipline in matters of academic dishonesty and to publish these guidelines to all introductory classes. Many students believe these opportunities are not widely pursued.
3. The Committee asked and had approved the printing of a one paragraph reminder of the Policy on Academic Dishonesty on all University blue books. We also have obtained permission to have printed a one-page summary of provisions of the Policy to be mailed by the Registrar in all registration billings.
4. The Committee voted to recommend that the 1990-91 Joint Committee continue work through a continuing subcommittee toward a Student Honor Code to supplement the University Policy on Academic Dishonesty and perhaps someday supplant it. This year's subcommittee has prepared a draft of such a code upon which to build.
5. The Committee at the request of the Vice President for Student and Support Services did a detailed study of the student leader stipend question. The Committee recommended some modification of the present stipend system and establishment of seven new \$1,000 leadership stipends to be administered by a committee under auspices of the Joint Committee. The Administration has accepted this for a two-year trial.
6. The Committee requested a meeting with and report from the Judicial Affairs Office of Student Affairs on operation of the new Student Code of Conduct effected on recommendation of the Faculty Senate in 1988. Judicial Officer Susan Campbell reported on operations, including her finding that no modification of the Code is needed at this time. A committee under the Student Affairs Office is reviewing administration of the Code to make recommendations for any changes that it believes might be needed in judicial administration.
7. The Committee voted to request information from the Business Affairs Office on whether the Marriott food contractor's surcharge of 3 cents per paper plate (as an alternate to non-biodegradable styrofoam) is justified and how soon the University may be able to move to all paper service. The Business Affairs Office replied that its accounting shows the surcharge is justified but that University policy is to move eventually to all paper service at as reasonable an additional charge as possible.

(continued)

THE GEORGE WASHINGTON UNIVERSITY

INTERDEPARTMENTAL MEMORANDUM  
ANNUAL REPORT OF THE JOINT COMMITTEE, 1989-90, Page 2

8. The Committee nominated to President Trachtenberg members for the 1990 Selection Committee for the George Washington Awards. He accepted and appointed the committee whose selections will receive their awards at the May 13 commencements.

9. The Committee passed and sent to the Faculty Senate, which also approved it unanimously, A Resolution Against Campus Bigotry and Intolerance in connection with the annual campus observance of the birthday anniversary of Dr. Martin Luther King, Jr.

10. The Committee approved 3-2-1 an endorsement of the resolution approved by the Senate's Admissions and Educational Policy Committee that the Wednesday before Thanksgiving be removed from the recommended Academic Calendar and be substituted by the Columbus Day Monday holiday as an academic holiday each year.

Philip Robbins, Faculty Co-Chair

Faculty, Staff  
Eileen W. Bradley  
Rachelle S. Heller,  
Robert G. Jones  
William Lynch  
Michael O. Moore  
Frank W. Segel  
Ex officio  
Cheryl Beil  
Robert A. Chernak  
Susan Kaplan  
Robert Kenny  
LeNorman J. Strong  
Liz Panyon  
Annie Wooldridge

Respectfully submitted,  
Joel von Ranson, Student Co-Chair

Student Members  
Christian Downs  
Paul Josephson  
Vollie Melson  
Frank Petramale  
Delaine Swenson  
Ex officio  
John David Morris  
Jon Klee  
Andy Alperstein  
Kerry Kane  
Kamal Siblinski

ANNUAL REPORT OF THE EXECUTIVE COMMITTEE OF THE FACULTY SENATE  
1989-90 Session

The Executive Committee arranged the agenda for nine regular meetings of the Faculty Senate during the 1989-90 Session. A tabulation of resolutions enacted by the Senate is attached to this Report. The response of the administration to these resolutions will be distributed as soon as such response is received.

The Senate acted upon 18 resolutions. Two of the resolutions considered and approved by the Senate were proposed by the Executive Committee. These were: Resolution 89/3, "A Resolution to Establish a Special Committee on Northern Virginia Planning," and Resolution 89/5, "A Resolution to Establish a Special Committee on Utilization of Regular, Active-Status Non-Tenure-Accruing Appointments."

The Executive Committee was notified of one nonconcurrence with respect to a departmental promotion/tenure recommendation. As specified by the Faculty Code, preliminary consultations were initiated by the Executive Committee, and efforts to resolve the dispute are now in progress.

The Executive Committee played a consultative role, as specified by the Faculty Code, in the appointment of a new Associate Vice President for Academic Affairs, Dr. Wolfman, and in the creation of a new title of Assistant Vice President for Academic Affairs and University Librarian for Dr. Rogers. The Executive Committee also reviewed, at Vice President French's request, new language proposed for the Sabbatical Leave Form and its accompanying policy statement, as well as some changes proposed for the Faculty Handbook.

The Executive Committee met privately with the President in January to discuss general problems of the faculty role in University governance. The Executive Committee also arranged with the President for a fuller role for the Senate's Committee on Appointment, Salary and Promotion Policies (including Fringe Benefits) in the ongoing review of Fringe Benefits, and continues to monitor this process as the review goes forward on new issues.

The Executive Committee in conjunction with the President's and Academic Vice President's Offices joined in the organization of the Annual Faculty Luncheon, May 1, 1990, honoring emeriti professors and those achieving twenty-five years of service and in an orientation breakfast for new faculty members on January 31, 1990.

The Executive Committee has concluded, on the basis of recent experience, that there may well be a need for improvement of the Senate's Bylaws' procedures for placing resolutions and reports from committees onto the Senate's agenda, and may propose some modification to the Senate's procedures early in the fall term.

In concluding, the Executive Committee would like to acknowledge gratefully the very fine cooperation it received from numerous members of the faculty, who answered our call to service on behalf of the Faculty Senate; from members of the Senate itself, especially the hard-working chairs of several of the standing committees which responded vigorously to the challenges before them; from members of the administration who contributed information and advice in our proceedings in committee and in the Senate. Lastly, the Chair of the Executive Committee would particularly like to acknowledge with gratitude the superb cooperation and fine work of the Senate staff, Ms. Doris Trone and Ms. Brigid Monaghan, without whose able assistance so much less would have gotten done, much less be done as well as they do it.

Respectfully submitted,



William B. Griffith, Chair

Members of the Committee:

Charles A. Garris  
Robert E. Park  
Alvin E. Parrish  
Susan J. Tolchin  
Robert W. Rycroft  
Clemmont E. Vontress

ex officio:

Stephen J. Trachtenberg, President

RESOLUTIONS 1989-90 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
89/1	9/15/89	A Resolution of Appreciation for Professor A. E. Claeysens	Adopted, 9/15/89	
89/2	10/13/89	A Resolution to Establish an Incentive for Voluntary Early Faculty Retirement	Adopted, as amended, 10/13/89	
89/3	10/13/89	A Resolution to Establish a Special Committee on Northern Virginia Planning	<del>Adopted,</del> as amended, 10/13/89	
89/4	11/10/89	A Resolution to Amend Resolution 88/6 (To Establish English Language Requirements for Admission of International Students)	Adopted, 11/10/89	
89/5	11/10/89	A Resolution to Establish a Special Committee on Utilization of Regular, Active-Status, Non-Tenure-Accruing Appointments	Adopted, as amended, 11/10/89	
89/6	12/15/89	A Resolution to Endorse A University Policy on Conflict of Interest (Substitute)	Postponed, 12/15/89 to 1/19/90 adopted, as amended, 1/19/90	
89/7	12/15/89	A Resolution Calling for an Incentive-Based Hierarchy of Priorities in the Allocation of Resources to Research	Adopted, as amended, 12/15/89	



RESOLUTIONS 1989-90 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
89/8	12/15/89	A Resolution in Support of the Need for Teaching Load Reductions to Ensure the Growth of Sponsored Research at The George Washington University (Substitute) (Second substitute)	Recommitted, 12/15/89, deferred, 4/13/90 to 5/4/90 Adopted, as amended 5/4/90	
89/9	12/15/89	A Resolution Concerning the Faculty's Role in Decision-Making in the Area of Research	Postponed, 12/15/89, to 1/19/90, adopted, as amended, 1/19/90	
89/10	12/15/90	A Resolution for Renewal of Commitment Against Bigotry and Intolerance	Adopted, 12/15/89	
89/11	3/9/90	A Resolution Concerning Part-Time Faculty Salaries	Adopted, as amended, 3/9/90	
89/12	4/13/90	A Resolution to Create a Senate Special Committee on the Northern, Virginia Campus (Substitute)	Adopted, as amended 4/13/90	
89/13	4/13/90	A Resolution on Recruitment and Appointment Reporting	Adopted, 4/13/90	
89/14	4/13/90	A Resolution to Recommend Renaming the Faculty Senate Committee on University Development and Resources	Adopted, as amended, 4/13/90	

RESOLUTIONS 1989-90 SESSION

Resolution No.	Date of Meeting	Title of Resolution	Action	Remarks and/or Committee Referral
89/15	4/13/90	A Resolution to Protect the Present Educational Benefits of Current Faculty and Staff Employees	Adopted, 4/13/90	
89/16	4/13/90	A Resolution Concerning Faculty Support for the Tuition Waiver Educational Benefits	Adopted, 4/13/90	
89/17	4/13/90	A Resolution Concerning Faculty Opposition to Graduated Dependents' Tuition Waiver Benefits for Future Faculty and Staff	— Adopted, 4/13/90	
89/18	4/13/90	A Resolution of Commendation for the Fringe Benefits Committee and an Offer of Greater Faculty Assistance in the Committee's Work	Adopted, 4/13/90.	

FACULTY SENATE COMMITTEES  
1990-91 Session

STANDING COMMITTEE CHAIRS  
1990-91

1. ADMINISTRATIVE MATTERS AS THEY AFFECT THE FACULTY -  
Associate Professor Donna Lind Infeld
2. APPOINTMENT, SALARY AND PROMOTION POLICIES -  
Professor Lilien F. Robinson
3. ATHLETICS -  
Professor Stefan O. Schiff
4. EDUCATIONAL AND ADMISSIONS POLICY -  
Professor John E. Ziolkowski
5. FISCAL PLANNING AND BUDGETING -  
Professor Anthony M. Yezer
6. HONORS AND ACADEMIC CONVOCATIONS -  
Professor Dorothy A. Moore
7. LIBRARIES -  
Professor James F. Burks
8. PHYSICAL FACILITIES -  
Professor E. Lile Murphree, Jr. (Acting Chairman)
9. PROFESSIONAL ETHICS AND ACADEMIC FREEDOM -  
Professor Roger H. Trangsrud
10. RESEARCH -  
Professor Barry L. Berman
11. STUDENT FINANCIAL AID -  
Professor Susan J. Tolchin
12. FACULTY DEVELOPMENT AND SUPPORT -  
Professor William C. Parke
13. UNIVERSITY AND URBAN AFFAIRS -  
Professor Dennis H. Holmes
14. JOINT COMMITTEE OF FACULTY AND STUDENTS -  
Professor Philip Robbins



MEMBERS OF THE FACULTY SENATE COMMITTEES  
1990-91 Session

Executive Committee

AcadCen T-525	William B. Griffith, Chairman (CCAS)	4-6265
Monroe 403	Salvatore F. Divita (SBPM)	4-6203
AcadCen T-736	Charles A. Garris (SEAS)	4-3646
LLib 516	Robert E. Park (Law)	4-6750
ACC 4-425	Alvin E. Parrish (Medical)	4-4243
Gelman 714	Robert W. Rycroft (ESIA)	4-7292
AcadCen T-605	Clemmont E. Vontress (SEHD)	4-6856
Rice 8th Floor	Stephen J. Trachtenberg, President, ex officio	4-6500

ADMINISTRATIVE MATTERS AS  
THEY AFFECT THE FACULTY

\*Chairman: Infeld, Donna Lind, Health Services Administration  
Brewer, Diane M., Speech and Hearing  
Ernstthal, Henry L., Public Administration  
Fife, Jonathan D., Education  
Gupta, Murli M., Mathematics  
Kyriakopoulos, Nicholas, Engineering  
Oertel, Yolanda C., Pathology  
Pawlson, L. Gregory, Health Care Sciences  
Zuchelli, Artley J., Physics  
ex officio:  
Diehl, Charles E., Vice President and Treasurer  
Keimowitz, Robert I., Dean of the Medical Center for  
Academic Affairs

APPOINTMENT, SALARY, AND PROMOTION  
POLICIES, (INCLUDING FRINGE BENEFITS)

\*Chairman: Robinson, Lilien F., Art  
Abravanel, Eugene, Psychology  
Bowling, Lloyd S., Speech and Hearing  
Briscoe, William J., Physics  
Cawley, James F., Health Care Sciences  
Freund, Maxine B., Teacher Prep. and Special Education  
Johnson, Diana E. Biological Sciences  
Katz, Irving, Mathematics  
Katzman, Marvin, S., Business Administration  
\*Kirsch, Arthur D., Statistics  
Naulty, J. Stephen, Anesthesiology  
Sarkani, Shahram, CME  
ex officio:  
Diehl, Charles E., Vice President and Treasurer  
French, Roderick S., Vice President for  
Academic Affairs

\*Member of the Senate

ATHLETICS

\*Chairman: Schiff, Stefan O., Zoology  
Campos, Joseph M., Child Health and Development  
Caress, Edward A., Chemistry  
Linebaugh, Craig W., Speech and Hearing  
O'Rear, Charles E., Forensic Science  
Paup, Donald, HKLS  
Ralph, Michael P., Naval Science  
Rowley, David A., Chemistry  
Smith, Abbie O., Continuing Education  
Snodgrass, Jeanne E., HKLS  
Sullivan, Pat A., HKLS  
Weintraub, Herbert D., Anesthesiology  
Wilkinson, David S., Pathology

ex officio:

Bilsky, Steven, Director of Athletics  
Chernak, Robert A., Vice President for  
Student and Academic Support Services  
Warner, Mary Jo, Senior Associate Director of  
Athletics and Recreation

EDUCATIONAL AND ADMISSIONS POLICY

\*Chairman: Ziolkowski, John E., Classics  
Bjelajac, David, Art  
Epstein, Richard G., Statistics  
Harper, Edmund P., Physics  
Heller, Rachelle S., Engineering and Applied Science  
Kennedy, David C., Office of the Dean, SBPM  
Levy, Joseph B., Chemistry  
Moser, Charles A., Slavic Languages  
Shepherd, Charles C., Jr., Business Administration  
Greenberg, Joseph A., Educational Leadership  
Silver, Sylvia, Pathology  
Ullman, Daniel, Mathematics

ex officio:

Chernak, Robert A., Vice President for  
Student and Academic Support Services  
French, Roderick S., Vice President for  
Academic Affairs  
Pallett, Anthony T. G., Executive Director for  
Enrollment Management  
Stoner, George W. G., Director of Undergraduate Admissions

\*Member of the Senate



FISCAL PLANNING AND BUDGETING

\*Chairman: Yezer, Anthony M., Economics  
Amling, Frederick, Business Administration  
Birnbaum, Philip S., Health Care Sciences  
Bradley, Michael D., Economics  
Handorf, William, Business Administration  
Kee, James E., Public Administration  
Keller, William A., Gelman Library  
Mastro, Anthony J., Accountancy  
Paratore, Salvatore R., Education  
Tollo, Richard P., Geology  
Waters, Robert C., Engineering Administration

ex officio:

Chernak, Robert A., Vice President for  
Student and Academic Support Services  
Diehl, Charles E., Vice President and Treasurer  
Keimowitz, Robert I., Dean of the Medical Center for  
Academic Affairs  
Olmo, Ralph J., Comptroller  
Shoup, Robert D., Director of the Budget

HONORS AND ACADEMIC CONVOCATIONS

\*Chairman: Moore, Dorothy A., Education  
Grub, Philip, D., Business Administration  
Lingo, Jane T., University Relations  
Masters, Deborah C., Gelman Library  
Rashid, Martha N., Education  
Regnell, Joan R., Speech and Hearing  
Tidball, M. Elizabeth, Physiology  
Wade, Alan G., Theater and Dance

ex officio:

French, Roderick S., Vice President for  
Academic Affairs  
Gaglione, J. Matthew, Registrar  
Holland, Sandy, University Relations  
Kaplan, Susan, Assistant to the President  
Kasle, Jill F., University Marshal

\*Member of the Senate



# LIBRARIES

\*Chairman: Burks, James F., Romance Languages  
 Chalofsky, Neal E., Human Resource Development  
 Forney, Fredric D., Jr., Naval Science  
 Hague, Mohammad I., Engineering and Applied Science  
 Hitchcock, Michael D., Art  
 Kimmel, Paul L., Medicine  
 King, Michael C., Chemistry  
 Milmoie, Gregory J., Surgery  
 Reeves, Philip N., Health Services Administration  
 Saenz, Pilar, Romance Languages  
 Wolchik, Sharon L., Political Science/Sino-Soviet

## ex officio:

Bader, Shelley, Director, Medical Library  
 Caress, Edward A., Assistant Dean of the  
 Graduate School of Arts and Sciences  
 French, Roderick S., Vice President for  
 Academic Affairs  
 Head, Anita K., Librarian, Law Library  
 Rogers, Sharon J., University Librarian and  
 Assistant Vice President for Academic Affairs

# PHYSICAL FACILITIES

\*Chairman, Acting: Murphree, E. Lile, Jr., Engineering Administration  
 Carter, James , Naval Science  
 Cianci, Michael L., Radiology  
 Greene, Sherwin, Urban and Regional Planning  
 Kelley, Patricia M., Gelman Library  
 Lindholm, Roy C., Geology  
 Linkowski, Donald C., Counseling, Psychiatry and Behavioral Sciences  
 Robinson, E. Arthur, Jr., Mathematics  
 Sabelli, Bradley W., Theater and Dance

## ex officio:

Bortz, Walter M., Vice President for Information and  
 Administrative Services  
 Dickman, Robert E., Assistant Treasurer for Facilities  
 Diehl, Charles E., Vice President and Treasurer  
 Runyon, Donald A., Assistant Treasurer for  
 Business and Procurement Affairs

\*Member of the Senate

PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

\*Chairman: Trangsrud, Roger H., Law  
 Barthell, Daniel, Gelman Library  
 Brown, Nathan J., Political Science and International Affairs  
 Cohn, Victor H., Pharmacology  
 Courtless, Thomas F., Sociology  
 Darr, Kurt J., Health Services Administration  
 El-Mohandes, Ayman E., Pediatrics  
 Gastwirth, Joseph L., Statistics  
 Hoare, Carol H., Professor of Human Services  
 Holstrom, Robert W., Psychology  
 Kaiser, Paula R., (Emeritus) Anesthesiology  
 Maurer, Ward D., Engineering and Applied Science  
 Newman, David B., Jr., Engineering and Applied Science  
 Pierpont, Howard C., (Emeritus) Surgery  
 Stephanic, Jeffrey L., Art  
 Yeide, Harry E., Jr., Religion

ex officio:

Burdetsky, Ben, Dean of the School of Business and  
 Public Management  
 Friedenthal, Jack H., Dean of the National Law Center  
 Kaplan, Susan, Assistant to the President  
 Kenny, Robert, Dean of Columbian College of  
 Arts and Sciences

RESEARCH

\*Chairman: Berman, Barry L., Physics  
 Adams, William C., Public Administration  
 Baginski, Frank E., Mathematics  
 Gindoff, Paul R., Obstetrics and Gynecology  
 Guthrie, Barton L., Neurosurgery  
 Hawkins, Donald, HKLS  
 Lewis, John F., Geology  
 Phillips, Terence, Medicine  
 Kramer, Bruce M., CMEE  
 Vassallo, Benita W., Gelman Library

ex officio:

French, Roderick S., Vice President for  
 Academic Affairs  
 Coates, Anthony G., Associate Vice President for  
 Academic Affairs and Research  
 Solomon, Henry, Dean of the Graduate School of  
 Arts and Sciences

\*Member of the Senate



STUDENT FINANCIAL AID

\*Chairman: Tolchin, Susan J., Public Administration

Huve, Gerard, Romance Languages

Martin, Owen, Naval Science

Moore, Janet, Multicultural Student Services

Quitslund, Sonya A., Religion

Simion, Rodica, Mathematics

Sabelli, Bradley W., Theater and Dance

Smith, Carol A., Pathology

Wright, J. Frank, Art

Zaghloul, Mona E., EECS

ex officio:

Baker, Vicki J., Director of Student  
Financial Aid

Chernak, Robert A., Vice President for  
Student and Academic Support Services

Pallett, Anthony T. G., Executive Director for  
Enrollment Management

Stoner, George W. G., Director of  
Undergraduate Admissions

FACULTY DEVELOPMENT AND SUPPORT

\*Chairman: Parke, William C., Physics

Berkovich, Simon Y., EECS

Cherian, Edward J., Administrative Sciences

Cox, Craig A., Naval Science

Dixon, Nancy M., Human Resource Development

Eannarino, Judith, Gelman Library

Halal, William E., Management Science

Poppen, Paul J., Psychology

Rohrbeck, Cynthia A., Psychology

Scott, James L., Emergency Medicine

Simons, Suzanne L., Anthropology

Steiner, Carl, German

Stephens, George C., Geology

ex officio:

Canfield, David W., Director of Medical Center Development

Worth, Michael J., Vice President for  
Development and Alumni Affairs

\*Member of the Senate

UNIVERSITY AND URBAN AFFAIRS

\*Chairman: Holmes, Dennis H., Education

Henig, Jeffrey R., Political Science

Lingo, Jane T., University Relations

Quitslund, Jon A., English

Stebelman, Scott, Gelman Library

Sokas, Rosemary K., Medicine

Welch, Laura S., Medicine

ex officio:

Diehl, Charles E., Vice President  
and Treasurer

Kaplan, Susan, Assistant to the President

Worth, Michael J., Vice President for  
Development and Alumni Affairs

The following committee is not a standing committee of the Faculty Senate but is listed for your information:

JOINT COMMITTEE OF FACULTY AND STUDENTS

Faculty Members:

\*Co-Chairperson: Robbins, Philip, Journalism

Fife, Jonathan D., Education

Heller, Rachelle, S., Engineering and Applied Science

Jenkins, Sarah B., Business Administration

Rodriguez, Ignacio R., Neurology

Ullman, Daniel H., Mathematics

Yeide, Harry E., Jr., Religion

ex officio:

Beil, Cheryl, Assistant Dean of Students

Chernak, Robert A., Vice President for

Student and Academic Support Services

Kaplan, Susan, Assistant to the President

Kenny, Robert, Dean of Columbian College

of Arts and Sciences

Strong, LeNorman J., Director of the Office

of Campus Life

Wooldridge, Annie B., Assistant Vice President for

Faculty Personnel

Student Members:

(Co-Chairperson and students to be elected)

ex officio:

(students to be elected)

\*Member of the Senate

THE GEORGE WASHINGTON UNIVERSITY  
Washington, D. C.

The Faculty Senate

April 23, 1990

The Faculty Senate will meet on Friday, May 4, 1990, at 2:10 p.m., in Lisner Hall 603.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of April 13, 1990
3. Old Business:

A SUBSTITUTE RESOLUTION IN SUPPORT OF THE NEED FOR TEACHING LOAD REDUCTIONS TO ENSURE THE GROWTH OF RESEARCH AT THE GEORGE WASHINGTON UNIVERSITY (89/8), deferred to May 4, 1990, Senate meeting; Professor Charles A. Garris, Chairman, Committee on Research (Resolution 89/8 is attached)

4. Introduction of Resolutions
5. Interim Report from the Budget Advisory Team by Professor Lilien F. Robinson and Professor Arthur D. Kirsch, faculty representatives (postponed to May 4th Senate meeting)
6. Remarks by President Trachtenberg on the linkage between tuition and student financial aid (postponed to May 4th Senate meeting)
7. General Business:
  - (a) Approval of dates for regular Senate meetings in the 1990-91 Session recommended by the Executive Committee as follows: May 4, 1990, September 14, 1990, October 12, 1990, November 9, 1990, December 14, 1990, January 18, 1991, February 8, 1991, March 8, 1991, April 12, 1991
  - (b) Nomination for appointment by the President of Ralph G. Steinhardt, Associate Professor of Law, as Parliamentarian of the Faculty Senate for the 1990-91 Session
  - (c) Nomination for election of Chairmen and members of Faculty Senate Standing Committees for the 1990-91 Session (list of nominees to be distributed at meeting)



- (d) Nomination for appointment by the President to the following Administrative Committees: Committee on University Bookstore: Murli M. Gupta, Roy C. Lindholm, Ward D. Maurer; G.W. Forum: Eileen T. McClay, Editor-in-Chief, Miriam V. Dow, Richard G. Epstein; Joint Committee of Faculty and Students: Philip Robbins, Co-Chair, Rachelle S. Heller, Sarah B. Jenkins, Ignacio R. Rodriguez, Daniel H. Ullman, Harry E. Yeide, Jr.
  - (e) Nomination for appointment by the Board of Trustees to the following committees: Trustees' Committee on Academic Affairs: William B. Griffith; Trustees' Committee on Student Affairs: Philip Robbins; Trustees' Committee on University Development: Anthony M. Yezer
  - (f) Nomination for election by the Faculty Senate to the Panel for Student Grievance Review Committees: Oliver Alabaster, Andrew Altman, Frank E. Baginski, Joseph A. Greenberg, Muhammad I. Haque, Mark S. Klock, Joan R. Regnell, Deloris M. Saunders, Max D. Ticktin, Steven A. Tuch
  - (g) Report of the Executive Committee: Professor William B. Griffith, Chairman
  - (h) Annual Reports
- 8. Brief Statements
  - 9. Adjournment



J. Matthew Gaglione  
Secretary



Washington, D. C.  
THE FACULTY SENATE - 1990-91 SESSION

The Faculty Senate meetings for the 1990-91 Session will be held on the second Friday of each month (exceptions: May and January) as follows:

May 4, 1990	January 18, 1991
September 14, 1990	February 8, 1991
October 12, 1990	March 8, 1991
November 9, 1990	April 12, 1991
December 14, 1990	The 1991-92 Session begins on May 3, 1991

Ex Officio Member (stated by the Faculty Organization Plan)  
Trachtenberg, Stephen Joel      President

Administrative Members (stated by the Faculty Organization Plan)

French, Roderick S.      Vice President for Academic Affairs

Gaglione, J. Matthew      Registrar

(Appointed by the President):

Burdetsky, Ben      Dean, School of Business and Public Management

East, Maurice A.      Dean, Elliott School of International Affairs

Friedenthal, Jack H.      Dean, National Law Center

Keimowitz, Robert I.      Dean, Academic Affairs, Medical Center

Kenny, Robert      Dean, Columbian College of Arts & Sciences

Leonard, Leo D.      Dean, School of Education and Human Development

Liebowitz, Harold      Dean, School of Engineering and Applied Science

Solomon, Henry      Dean, Graduate School of Arts and Sciences

Steinhardt, Ralph G.      Parliamentarian

<u>Faculty Members</u>	<u>Term Expires</u>	<u>School or College</u>
Berman, Barry L.	1992	Columbian College
Burks, James F.	1991	Columbian College
Divita, Salvatore F.	1992	Business and Public Management
Fox, Raymond R.	1991	Engineering and Applied Science
Garris, Charles A.	1992	Engineering and Applied Science
Giordano, Joseph M.	1992	Medical Center
Griffith, William B.	1992	Columbian College
Holmes, Dennis H.	1992	Education and Human Development
Infeld, Donna L.	1991	Business and Public Management
Kahn, Walter K.	1992	Engineering and Applied Science
Kirsch, Arthur D.	1991	Columbian College
Moore, Dorothy A.	1991	Education and Human Development
Park, Robert E.	1992	National Law Center
Parrish, Alvin E.	1991	Medical Center
Robbins, Philip	1991	Columbian College
Robinson, Lilien F.	1992	Columbian College
Rycroft, Robert W.	1991	International Affairs
Schiff, Stefan O.	1992	Columbian College
Spanogle, Jr., John A.	1992	National Law Center
Tolchin, Susan J.	1991	Business and Public Management
Trangsrud, Roger H.	1991	National Law Center
Vontress, Clemmont E.	1991	Education and Human Development
Walker, Glenn A.	1991	Medical Center
Yezer, Anthony M.	1991	Columbian College
Ziolkowski, John E.	1992	Columbian College
(To be elected 4/27/90)	1992	Graduate School of Arts and Sciences

A SUBSTITUTE RESOLUTION IN SUPPORT OF THE NEED FOR TEACHING LOAD REDUCTIONS TO ENSURE THE GROWTH OF RESEARCH AT THE GEORGE WASHINGTON UNIVERSITY (89/8)

WHEREAS, In the Report of the Commission on the Year 2000, the Report for the Middlestates Association, the Budget Advisory Team Report for 1990-91, as well as statements by President Trachtenberg and other administrators, recommendations have been made for the faculty of The George Washington University to increase its participation in research; and

WHEREAS, The faculty has shown through publications, applications to the University Committee on Research, and through the submission of proposals for sponsored research funds that there exists a high interest in conducting research; and

WHEREAS, The faculty of the University has the scholarly potential to increase this effort substantially if existing obstacles were removed and the proper incentives were in place; and

WHEREAS, The United States Government considers the education and training of skilled researchers essential for the future of the country and therefore dedicates billions of dollars in support of university research; and

WHEREAS, In the year 1988, sponsored research programs generated more than \$33 million for the University and provided support for many graduate students, enabled the permanent acquisition of laboratory equipment and computational facilities, supported the library, increased the stature of the University, and provided many other benefits; and

WHEREAS, Faculty participation in research requires large investments of time and effort for performing research and graduate student supervision; for sponsored research, additional time is needed for proposal preparation, student recruiting, report writing, financial management, in addition to performing research; and

WHEREAS, Virtually all fine research institutions recognize that the greatest deterrent to excellent teaching and research is an excessive faculty workload and therefore reduce teaching loads to enable faculty to dedicate the time needed for excellence in both activities; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY

1. That the number one priority in advancing the goal of increasing research while maintaining excellence in teaching is the reduction of teaching loads for those faculty pursuing research; and

2. That the Office of the Vice President for Academic Affairs should establish a plan leading to reduced teaching loads for research-active faculty as soon as possible; and
3. That the following shall be established as target teaching-load guidelines for research-active faculty:
  - (a) For faculty who have a history of support from sponsored research or who are newly-hired with the expectation that they will conduct sponsored research, the basic teaching load shall not exceed four courses per year; the funds to support faculty salaries should be paid from indirect cost recovered from sponsored research in accordance with current practices at research institutions; and
  - (b) For faculty involved in non-sponsored research:
    - i. Supervision of three doctoral dissertations or six M.S. theses, or equivalent combinations, should entitle a faculty member to one course release per year; and
    - ii. Two publications, as a major author, in respected refereed journals should entitle a faculty member to one course release; and
    - iii. One book should entitle a faculty member to one course release; and

It is not intended that these course releases should necessarily be cumulative and considerable discretion should be left to deans and department chairs to determine the appropriateness of these guidelines for particular programs; it is understood that the ability of the University to support such course release for non-sponsored research projects might require the generation of new endowment and the use of various techniques to manage the curricula, and such measures should be vigorously pursued.

Committee on Research  
March 8, 1990

April 13, 1990, deferred to May 4, 1990, Senate meeting